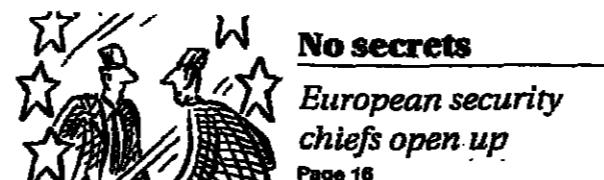


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Star Wars technology
comes down to earth
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Japan in crisis
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FINANCIAL TIMES

Europe's Business Newspaper

FRIDAY JULY 30 1993

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Japan opposition to back reformist for premiership

MR Morihiro Hosokawa (below), leader of the reformist Japan New party, is poised to become the country's next prime minister, after a coalition of opposition parties pledged to back him. The Liberal Democratic party, which lost its majority in the July 18 election, now faces a spell in opposition for the first time since 1955. The reaction to Mr Hosokawa's likely appointment

was a 3.2 per cent jump in Tokyo stock prices, but bureaucrats expressed concern over the unwieldy nature of the coalition. Page 18; Background, Page 4; Survey on Japan, Section III.

Bosnian republics plan: International mediators in Geneva proposed a union of three Bosnian republics, in an attempt to bridge the gap between the Serb, Croat and Moslem parties. Page 18

US growth sluggish: The US economy grew far more slowly in the second quarter than economists expected, but the financial markets' interpretation of the figures sent bond prices up sharply, while share prices broke into record territory. At 1pm the Dow Jones industrial average was up 18.44 at \$3,057.89. Page 18

France-German futures link-ups: The Matif, the French futures and options exchange, unveiled plans to accelerate its co-operation with Deutsche Terminborse, its German counterpart. Page 19

World Bank profits hit: World Bank profits fell sharply last year, with net income falling to \$1.13bn against \$1.65bn year on year, after the bank increased its loan loss provisions by \$610m to \$1.5bn. Page 6

AZT 'effective on Aids': The controversial treatment for the Aids-causing virus, HIV, is effective in slowing progression to Aids, according to a study which appears to contradict another study which earlier this year queried the effectiveness of the drug. Page 4

Test for UK ruling party: Britain's ruling Conservative party faced a crucial test last night in a local parliamentary election in what has been one of their safest seats.

Demjanjuk acquitted: Israel's Supreme Court acquitted John Demjanjuk of being the sadistic "Ivan the Terrible", who operated Nazi gas chambers in the second world war. Page 4

Double row continues: Reformists and foreign advisers continued a fierce attack on the central bank's withdrawal pre-1993 banknotes. Prof Anders Aslund, a government adviser, also forecast increased inflation, a weaker of the rouble, and further tension among the Commonwealth of Independent States. Page 3

Zeneca: the biopharmaceutical group floated by Imperial Chemical Industries, reported a 41 per cent rise in pre-tax profits to £367m for the six months to June 30. Page 18; Lex, Page 18

RJR Nabisco: the US food and tobacco group, announced an 11 per cent decline in second quarter net income to \$77m. Page 19

ABB eyes Russian power venture: Asea Brown Boveri, the Swiss-Swedish engineering group, may become the first western company to produce power plant from a former Russian defence factory. Page 6

Argentaria: the state-controlled Spanish banking group that was partially privatised earlier this year, lifted first-half net profits by 14.6 per cent to Pta43.1bn (£32m) after putting aside a Pta49.5bn provision for non-performing loans. Page 20

Allianz: Germany's largest insurance company, reported a dip in pre-tax profits to DM1.62bn (£850m) in 1992 after suffering its first underwriting losses in its domestic market since 1971. Page 20

Airline passengers gain: World airlines reported a slight gain in passenger traffic in the first half of 1993, indicating that the industry was slowly emerging from four years of recession.

Zimbabwe budget: Zimbabwe's finance minister presented a budget aimed at cutting the deficit in the year to June 1994 to 5.4 per cent of GDP from 11 per cent year on year. Page 4

Brazil loses moths: With an exchange rate of about 75,000 cruzeiros to the dollar, Brazil cut three notches from the inflation-battered currency, changing its name to the "real cruzeiro". Page 6

STOCK MARKET INDICES

	STERLING
FTSE 100	2977.8 (-33.4)
FTSE Eurotrack 100	1322.42 (+4.07)
FT-A 48-Share	1441.9 (-1.1%)
Nikkei	20,433.85 (+827.27)
New York Ave	3574.40 (+20.95)
S&P Composite	456.63 (+3.44)

US LUNCHTIME RATES

	DOLLAR
Federal Funds	4%
3-mo T-bills	3.000%
Long Bond	10.5%
Yield	8.557%

LONDON MONEY

	(same)
3-mo Interbank	5%
Little long gilt future	Sep 169 (Sep 164)
NORTH SEA OIL (Argus)	
Brent 15-day (Sep)	517.00 (17.05)
M. Gold	
New York Comex (Aug)	\$397.8 (\$32.4)
London	\$394.1 (\$34.2)

Source: FT Graphics

Authorities probing perjury allegations in VW-Opel clash

By Christopher Parkes in Frankfurt

GERMAN prosecutors have started investigating suspicions that Volkswagen director Mr José Ignacio López de Arriortua and others may have committed perjury, and speculation grew yesterday that he could soon be charged in connection with allegations of industrial espionage.

Hamburg state prosecutors confirmed the opening of an investigation following suggestions that they should examine discrepancies between testimony and affidavits presented in evidence at a recent civil hearing.

The hearing related to the continuing clash between VW and Adam Opel, the General Motors German subsidiary. Mr Hans-Wilhelm Gab, vice-president of GM Europe, said yesterday he felt that prosecutors had enough evidence for criminal charges.

"The public prosecutors' office, following thorough examination and investigation, confirms that [Opel's] suspicions are justified. According to its own statements, the office has made 'decisive progress,'" he said.

Meanwhile, the federal government was asked to mediate in the battle, and a senior official in the

reminded the minister that every sixth job in Germany depended on the motor industry.

Concern over the implications of the case soared yesterday following claims this week from Mr Ferdinand Piëch, VW chairman, that he was at war with GM, and indirect allegations that incriminating evidence against Mr Lopez and his colleagues had been planted.

Mr Gab yesterday rejected as "grotesque" Mr Piëch's charges that Opel, an "American" company, was seeking to destroy VW. Opel had been active in the country for 130 years and ensured employment for 400,000 people in Germany, he said.

He said Mr Piëch, an Austrian, who did not carry a German passport, was mobilising national sentiments in his host country in a manner that "burdened" German industry as a whole. The VW chairman's attitude reflected a "psychotic-like bunker mentality," Mr Gab added.

The suggestion of a perjury probe came from lawyers of Adam Opel, the GM subsidiary.

GM rebuts allegations, Page 2

Chris Lorenz, Page 14

Home turnaround revives GM,

Page 19

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NEWS: EUROPE

GM rebuts Piëch allegations with date, time and place

Christopher Parkes hears Opel's detailed version of row with VW over missing documents and former employees

ADAM OPEL, the German subsidiary of General Motors, yesterday reopened its barrages on Volkswagen's defences. But there was no return fire.

VW's big gun, chairman Mr Ferdinand Piëch, rolled out on Wednesday for a brief bombardment to counter industrial espionage charges against his employees, had been pulled back from the fray.

"In Volkswagen's view everything relevant to this subject has been said several times. We... have nothing more to add," the company said.

Meanwhile, Mr Hans Wilhelm Gab, vice president of GM Europe, yesterday rebutted Mr Piëch's suggestions that evidence designed to incriminate VW's production director, Mr José Ignacio López de Arriortua and three colleagues might have been planted. Mr Piëch referred yesterday to "other hands" being involved.

The four, all former GM employees, are under criminal investigation in Germany on suspicion of industrial espionage. Mr López is

also the focus of an FBI probe in the US.

Opel officials claimed that Mr López - who signed a contract with VW, by VW's own account, at 9.57pm on the evening of March 9 this year, and called Mr Piëch immediately afterwards - attended a meeting in Opel headquarters on March 10 at which he asked for "internal" documents to be sent to an address in Spain.

See Editorial Comment, Lex Column

Later the same day, he was back in Detroit, where he told Mr Jack Smith, GM president, that he was leaving for VW. The Opel officials said. After a tug-of-war between the two companies, in which he was offered promotion to keep him on board, Mr López left for Germany on March 15.

He left undelivered the final draft of an emotional speech, which he had personally approved that morning, and the clouds of doubt which prompted Opel shortly afterwards

to ask German prosecutors to probe their suspicions of industrial espionage.

According to Mr Gab, on December 2 Mr López, then head of global purchasing at GM, asked for the so-called Epos list, containing details of all GM's European parts prices last year - equivalent to 70,000 to 90,000 print-out sheets - to be transmitted to him in the US. These data, Mr Gab claimed, which

he finally decided to switch to VW on March 9. He lost all enthusiasm, he claims, when he discovered that his pet project, a secret super-lean car production plant, was not to be built in his Basque homeland.

Opel said yesterday that no final decision had been made at that point. The plan had in fact been "frozen" much earlier because of poor business conditions.

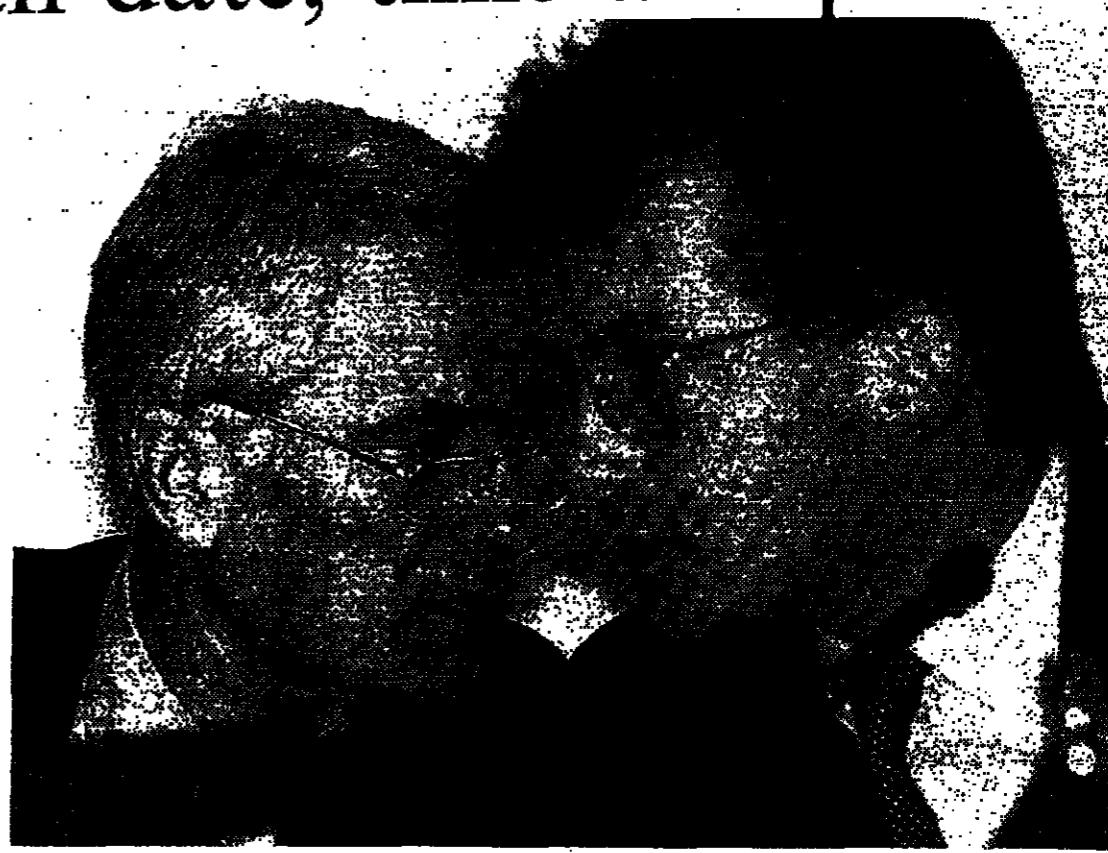
Indeed, on January 14, Mr López had personally drafted a letter telling a Spanish financing and construction consortium just that. The letter was signed and sent off by Mr Louis Hughes, president of GM Europe. The next day, Mr López, who had already been talking to Mr Piëch, met Mr Jens Neumann, the VW personnel director for the first time, Opel officials said.

Three weeks ago, Mr López was disappointed again. After claiming his dream was soon to be realised, Mr Piëch publicly announced that the project was "out of the question at this time... I have told Mr Lopez this."

were sent to him on December 22, were of no use to him in his work in the US. They had since disappeared, he added. "And they could be in the hands of people to whom they do not belong."

There was more, including evidence suggesting that Mr López and others had taken part in a large-scale information gathering exercise while, as has since been shown, he was in negotiations with VW.

Mr López has repeatedly claimed



Opel executives Hans Wilhelm Gab, left, and Horst Borghs at a press conference yesterday

Bundesbank's refusal to cut discount rate leaves exchange rate mechanism in disarray

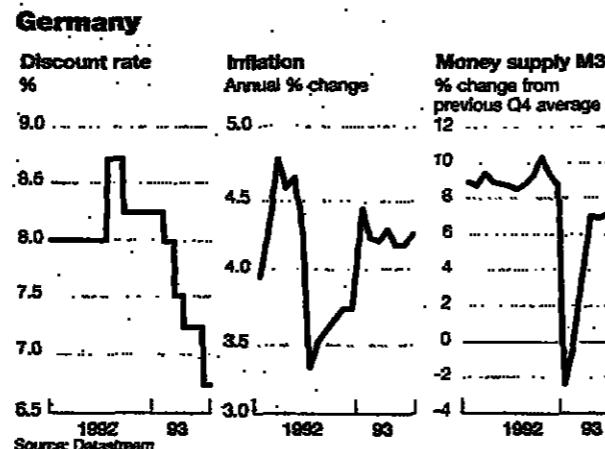
Germans place French in a double bind

Bundesbank's decision has left the ball in France's court but options appear equally unpalatable, writes John Plender

AS policy options go, waiting for the Bundesbank to put the other members of the exchange rate mechanism out of their misery looks close to the end of its shelf-life. With pressure directed at strong and weak currencies alike after yesterday's smaller than expected cut in German interest rates, it is clear that the markets are losing confidence in the ERM itself.

The implicit message is that a peg to the D-Mark is simply not tenable, while the inflationary strains of German unification persist, for countries whose unemployment rates are rising as fast as those of France or Spain.

The future of the ERM now lies chiefly in the hands of the French government. In effect, the Bundesbank has invited France to go back to an unpalatable combination of raising short-term interest rates (again) and supporting the franc through central bank intervention. Yet it is becoming harder by the week to



argue that the strategic benefits of the *franc fort* policy outweigh the costs in lost output and employment.

There lies the credibility problem for France and for what remains of the ERM. In the US, where the economy is growing and inflation is low, real (inflation-adjusted) short-term rates of interest are close

to zero. In France the economy is shrinking, inflation is minimal, yet real short rates are close to double figures. French industry and commerce are less sensitive to short rates than the Anglo-Saxon economies. But they are not immune; and the damage to the increasingly fragile banking system is mounting.

It follows that the further French rates rise, the less convincing the existing policy looks to the markets - especially with a presidential election due in less than two years. But if the French government fails to raise rates, it will find it harder to pin the blame on the Bundesbank if the franc is ultimately forced to float.

It is a classic double bind; and the paradox is that France does not need a devaluation on fundamental economic grounds. French industry is more competitive than German industry. The problem relates solely to the level of interest rates.

If, as seems inevitable, market pressure persists, the choice will lie between realignment within the ERM and floating the franc.

The first option is manifestly less horrific, from a political point of view. But it would destroy the hard-earned credibility that the franc has won since the rigid relationship

with the D-Mark was established in 1987. The result of the credibility loss would be that the markets would demand a higher risk premium in French interest rates. Indeed, according to Mr Kevin Darlington of UBS Global Research, the level of interest rates might then be even higher than when speculation began.

In those circumstances any hope of French interest rates falling below those of Germany

which, with European Monetary Union, remains at the core of France's European policy. It would inflict a devastating blow on the Franco-German relationship. And it could well end the tenure of Mr Balladur, who has said that he will not preside over a devaluation.

This underlines the dangers inherent in other countries entrusting important areas of domestic policy to the Bundesbank, whose agenda is all too

for a sustained period would be destroyed. The speculators would return to the assault, causing further damage to the real economy. And the policy-makers would be forced to consider the last ditch solution of floating.

That, nonetheless, is something that the government of Mr Edouard Balladur would do almost anything to avoid.

It is widely accepted that it would destroy the ERM

private sector, where exporters are being subjected to a vicious squeeze. Equally ironic is the fact that France's anti-inflationary credentials would probably remain intact after a float, despite any initial devaluation. From the moment that the currency markets are forced to evaluate the franc on economic fundamentals once again, they will have to recognise that the French economy is in better shape than the German and that on competitiveness grounds the need is for a weaker D-Mark, not a stronger one.

By putting an end to prolonged currency turmoil, a float would also help prevent the European economy succumbing to powerful deflationary forces. And it would reduce the risk of a retreat into protectionism arising from reifications over wholly unintended competitive devaluations. But a float remains the extreme option. It will not be conceded lightly by the French.

How a black day for the ERM unfolded

(All times are BST in London)

13.11: Announcement that the Bundesbank has left discount rate unchanged and cut Lombard rate.

13.11-13.12: French franc falls one centime against D-Mark to FF13.4150.

13.30: Central banks of Denmark and Netherlands intervene to support Danish Krone, as it falls through its floor against Dutch guilder.

13.40: Belgian central bank intervenes in market after Belgian franc falls outside its self-imposed margins against the D-Mark.

13.50: Peseta comes under pressure, falling to Pta82 per DM.

14.05: Denmark says it is prepared to raise interest rates to defend currency.

15.22: Second intervention on Danish krone by Netherland.

15.30: Bundesbank says it is involved in concerted action to support the French franc. Bank of France and Dutch central bank also confirm they are intervening to support the French currency.

16.00: Official trading in the ERM closes. Most currencies drop closer to EC floors as central bank intervention slows down.

15.25: Dollar reaches DM1.74 to the D-Mark, highest level since September 1991.

FT-ISMA INTERNATIONAL BOND SERVICE
THE FT-ISMA International Bond Service, published on Monday to Friday in the Financial Times, shows daily prices, provided by the International Securities Market Association, for a selection of the most actively traded Eurobonds and related securities, picked from the markets which best represent current market conditions. The service also includes a section on "bonded" issues within the space available, while still trying to maintain a broad spread of borrowers and currency groups. Selections are reviewed regularly by the Financial Times and the International Securities Market Association.

The thinking in Frankfurt

Guarding the D-Mark comes before the EMS

By Christopher Parkes
in Frankfurt

HOPES had been rising for days that the Bundesbank might yesterday have provided a modest fillip for European business confidence and at least token support for the wobbling European Monetary System. But the German central bank does not make policy decisions based on hopes. And as guardian of the anchor currency in the European Monetary System, the credibility of its commitment to D-Mark stability is ultimately just as important as the system itself.

Disappointed but not surprised, German economists agreed that domestic monetary conditions would have to show concrete signs of improving before the central bank could proceed with cuts in its key discount interest rate.

"I did not expect them to do anything, not at what was probably the worst possible moment," said Mr Dieter Beier at Berliner Bank. Money supply was growing at 7.1 per cent. Year-on-year inflation was now 4.3 per cent. "These are dreadful figures, and all we have is hopes that they will improve," he added. The Bundesbank had set targets for annual money supply growth rates this year to be retained within a band ranging from 4.5 per cent and 6.5 per cent, and inflation to be ground down to 2 per cent.

Yesterday, once again, external expectations crashed against the internal constraints governing the guardians of the German currency.

And the only consolation available was what the savings bank association described as "very narrow" easing comprising a 0.5 percentage point cut in the Lombard rate and a fixed rate of 6.55 per cent for next week's securities repur-

chase tender, unchanged from this week's rate.

The so-called repo rate had dropped decisively in recent weeks, and this week's cut from 7.15 per cent had been taken as a sign that the Bundesbank wanted to help, said Mr Uwe Angeneten, an economist at SHF Bank. This showed in the restoration of relative peace within the EMS after Wednesday's repo announcement.

The conservatives in the Bundesbank won the day. The bank did not want to be too devilish - unnamed German bank economists

I think this is a watershed for the ERM and could result in its break-up. I expect heavy speculation in the next couple of days but the Bundesbank has taken the market to the brink before and the end is not here yet - Steve Major, Credit Lyonnais

The Bundesbank had to decide if it wanted to sacrifice its credibility on the altar of the EMS or keep its domestic credibility intact - Armin Keyser, economist Swiss Bank Corp

The Bundesbank clearly is still concerned about domestic economic developments. They weighted these more heavily than an EMS crisis - Juergen Pfister, Commerzbank economist

The Bundesbank is in a tight corner, but I'm absolutely convinced they will do whatever is necessary to preserve the EMS - Stefan Collignon of the Association for the Monetary Union of Europe

The only consolation was a very narrow easing

But as so often in the past, economists' sense of timing was out of synchronisation with that of the central bank.

Meanwhile, hopes remain unaltered that by the end of the year the internationally sensitive discount rate, which governs short-term lending rates of greatest concern to other EC economies, will be down from 6.75 per cent today to 6 per cent or even lower. But the pace of the decline and the size of the steps depend entirely on Germany's internal monetary and inflationary developments. At the same time, Mr Beier points out, German industry, which makes more than 70 per cent of its borrowings on longer terms, is enjoying the effects of real capital market rates of 2 per cent - a record low, he says.

Quotes of the day

It's high noon for the ERM. I wouldn't give two beans for the survival of the ERM now - David Brown, chief economist at Tokai Bank

I think this is a watershed for the ERM and could result in its break-up. I expect heavy speculation in the next couple of days but the Bundesbank has taken the market to the brink before and the end is not here yet - Steve Major, Credit Lyonnais

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The fall-out in Paris

By John Riddings and Alice Rawsthorn in Paris

GERMANY'S decision not to cut its discount rate yesterday is likely to present the French franc with its most serious crisis within the European exchange rate mechanism, economists said yesterday.

The CAC-40 Paris stock market index rose by 2.34 per cent to close at 2,036 points, its highest level in more than a year. Its sharp rise reflected an expectation among investors of the franc being devalued within the ERM or that it might be floated, allowing French interest rates to fall.

The Bundesbank decision is an indication to the markets to sell the franc, said Mr Robin Hubbard, chief French economist at Paribas in London.

The French franc came under immediate assault after the Bundesbank announced

a "fast track" to ECU involving France, Germany and the Benelux supported by possible changes in the "convergence criteria".

At the EC summit in Copenhagen last month, Brussels officials counter-attacked.

Many could barely hide their pleasure at the final communiqué's call for an early reduction in interest rates.

When the Bundesbank reduced its discount rate by half a percentage point to 6.75 per cent ahead of the Group of Seven summit in Tokyo, the reaction inside the Commission was positive but guarded.

One official explained that the size of the Bundesbank cut was less important than the promise that further reductions were in the offing.

These expectations were deflated yesterday. EC officials now believe it is unlikely that Frankfurt will move its key rates until September.

German debt prices

slumped after the Bundesbank's refusal to reduce its floor rate from 6.75 per cent. However, Ecu bonds, which represent

the whole range of currencies in the ERM rather than just individual component parts, fell sharply.

French government bonds rose about two thirds of a percentage point on a conviction that either through mutual realignment or independent easing French short-term rates will have to fall, Spanish bonds lept for the same reason.

Outside the ERM, the attractions of sterling as a safe haven currency prompted buyers of UK government bonds and gilt prices rose half a point in spite of the extra supply from Wednesday's £3.25bn Treasury auction. Gils also shrugged off nervousness surrounding yesterday's bye-election in Christchurch, southern England, which was seen as an uphill battle for the governing Conservative party.

Italy, also outside the ERM, saw its bond market pick up sharply.

of a "fast track" to ECU involving

France, Germany and the Benelux supported by possible changes in the "convergence criteria".

Economists argued that the survival of the existing franc-D-Mark parity would partly depend on whether and for how long the French government could raise interest rates.

Last week the Bank of France

raised overnight rates



in disarray

d How a
black day
for the
ERM
unfolded

FRIDAY JULY 30 1993

Reformers step up attack over rouble

By John Lloyd in Moscow

REFORMERS in the Russian government and their foreign advisers yesterday continued a fierce attack on the decision of the central bank to withdraw from circulation all pre-1993 banknotes.

They demanded that the decision be annulled, warning of dire consequences to the international aid package pledged to Russia if not.

Professor Anders Aslund, an adviser to the Russian government, forecast increased inflation, a weakening of the rouble, and continued destruction of links between the members of the Commonwealth of Independent States.

Evidence of pressure on the CIS emerged yesterday when a large aluminium smelter in Saratov, Russia, warned that it would have to close because raw materials from Kazakhstan had been cut off as a result of the Russian bank's decision to withdraw the notes.

Privatisation continues to

Prof Aslund warned that "there will be a flight from the rouble" and said the present rise of the rouble against the dollar was a "temporary phenomenon because of the artificially induced shortage of notes".

Mr Andrei Illarionov, economic adviser to Mr Viktor Chernomyrdin, the Russian prime minister, said the issue had not been tabled at the cabinet meeting yesterday - but would come up at a special cabinet meeting at the end of next week called to discuss "a whole range of the most important economic questions".

The latest trends in the Russian economy presented yesterday by the government's Centre for Economic Reform show that inflation is rising again, from a level of around 17 per cent in May to around 20 per cent last month. Industrial production is shown as remaining stable, having recovered to the level of July 1992.

Many companies tried to avoid taxes by dealing in cash and failing to keep accounts. Mr Gusev said that the International Monetary Fund and private German companies were assisting in establishing a computer system for tax collection - while cash registers are to be made mandatory for all sales point.

Under the plan, more than 600 state sector enterprises are to be handed over to western managed investment funds. Shares will be distributed at a nominal charge to Polish applicants. Many companies hesitant about the scheme are planning management or employee buy-outs or are considering joint ventures with western partners.

About 200 companies are already 100 per cent state-owned joint stock companies which have been earmarked for the scheme and will be participating. Another 440 companies have the choice of opting out by the end of this month and the ministry has accepted decisions by 30 to do so.

Meanwhile, 100 companies have confirmed they will be participating, according to Mr Jerry Thlema, who is responsible for the scheme in the ministry.

Implementation of the scheme will leave Poland with around 5,600 enterprises still in state hands. Around 780 have been privatised to date.

1 place

NEWS: EUROPE

Privatisation scheme will be viable, says Poland

By Christopher Bobinski in Warsaw

POLISH officials said yesterday that, despite some opposition, enough state sector enterprises would participate in the country's mass privatisation plan to make the scheme viable.

Mr Ron Freeman, the acting president of the European Bank for Reconstruction and Development has meanwhile confirmed that the bank will "ensure that the companies (being privatised) will have full access to the European Bank's resources".

Despite Mr Freeman's encouragement that companies seriously consider joining the privatisation programme, 30 companies have refused to participate. The Privatisation Ministry is conducting talks with scores more to persuade them to join.

Under the plan, more than 600 state sector enterprises are to be handed over to western managed investment funds. Shares will be distributed at a nominal charge to Polish applicants. Many companies hesitant about the scheme are planning management or employee buy-outs or are considering joint ventures with western partners.

About 200 companies are already 100 per cent state-owned joint stock companies which have been earmarked for the scheme and will be participating. Another 440 companies have the choice of opting out by the end of this month and the ministry has accepted decisions by 30 to do so.

Meanwhile, 100 companies have confirmed they will be participating, according to Mr Jerry Thlema, who is responsible for the scheme in the ministry.

Implementation of the scheme will leave Poland with around 5,600 enterprises still in state hands. Around 780 have been privatised to date.



A girl says farewell in Sarajevo as she prepares to be evacuated to Italy from hospital, along with five other children and an adult

Italy still backs Amato in EBRD leadership contest

By Robert Graham in Rome, John Riddick in Paris and Anthony Robinson in London

THE Italian government

yesterday denied that the 12 EC nations had agreed that Mr Jacques de Larosière should head the European Bank for Reconstruction and Development and said Italy was still backing the candidature of Prof Giuliano Amato, the former prime minister.

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Implementation of the scheme will leave Poland with around 5,600 enterprises still in state hands. Around 780 have been privatised to date.

resignation of Mr Jacques Attali.

In pushing Prof Amato's candidature, the Italian government has also pointed out directly that France already occupies sufficient top positions in European and international organisations.

The German government has been sympathetic to the Italian view, but is motivated by its need to secure French support for siting of the future European central bank in Germany.

In Paris, the French government yesterday expressed confidence that Mr de Larosière, the governor of the Bank of France, would be selected by

Balladur in pledge to urban poor

PRIME Minister Edouard Balladur yesterday set in motion an ambitious plan to eradicate slums in bleak housing estates surrounding major French cities. Reuters reports from Paris.

A day after a walkabout in a deprived suburb north of Paris, Mr Balladur pledged FFr5bn (\$850m) to upgrade living conditions for France's urban poor.

The Italians, angered by what they see as the over-hasty action of the Belgian finance minister in sending a letter to EC governments on Wednesday night announcing that a consensus had been reached, are continuing their diplomatic offensive.

Tajikistan announces weapons amnesty

THE Tajikistan leadership, plagued by rebel attacks from neighbouring Afghanistan, announced an amnesty yesterday for both insurgents and refugees, Reuters reports from Moscow.

Itar-Tass news agency said the Islamic rebels operating in Tajikistan were given until September 9 to hand in their weapons. Those in Afghanistan had to return by the same date.

The amnesty was announced by the Tajik parliamentary leadership, dominated by pro-communists and conservatives.

Hundreds of thousands of refugees fled to Afghanistan from the impoverished Central Asian state after the Islamic opposition was defeated in a civil war late last year. Most of the fugitives have been reluctant to return and the government has refused to hold talks with the rebels.

Russian and western human rights groups accused Tajikistan's government on Tuesday of allowing the torture and persecution of refugees returning from camps in Afghanistan.

The Tajik and Russian governments say the rebels have launched several attacks across the border, which is guarded by Russian and Tajik troops, with support from Afghan mujahideen.

Mr Anatoly Adamishkin, the deputy Russian foreign minister, arrived in the Tajik capital Dushanbe yesterday to pursue Moscow's diplomatic drive to end the border conflict. But media reports said fighting at the border was continuing.

• The IMF has approved a \$95m credit for Belarus under its systemic transformation facility, a new loan fund designed to help the countries of eastern Europe and the former Soviet Union to make the leap to a market economy, writes George Graham in Washington.

The IMF said the money will support an economic programme aiming to cut the monthly rate of inflation from 30 per cent to 5 per cent by the end of the year and limit the fall in output to 15 per cent this year.

Belarus follows Kyrgyzstan, Russia, Kazakhstan and Slovakia in drawing on the IMF, which offers less strict conditionality than a traditional IMF standby credit agreement.

Brussels scraps proposed rules in 'house-clearing'

By Lionel Barber in Brussels

THE European Commission is scrapping around 150 proposals for new EC legislation, a sign that its appetite for making new Community rules is waning.

He said it was quite separate from the Commission's efforts to root out redundant proposals for legislation which EC leaders agreed at last December's EC summit in Edinburgh.

This campaign is sensitive because it contains legislative proposals currently in train. Germany, France and the UK, all of which have recently become more wary of Brussels powers to propose legislation, believe it could prove a true test of "subsidiarity" - devolving power to the lowest appropriate national, regional or municipal level.

Earlier this week, the UK and France agreed a list of 24 items of EC legislation which should be amended or withdrawn. These include EC directives on employment conditions for workers in privatised industries, on taxation of stock exchange transactions, and on standard of water quality.

Money transfer costs 'too high'

By Lionel Barber

EUROPEAN banks are charging too much for cross-border money transfers within the EC, according to a new study by the European Commission.

The study found that two in three banks did not provide written information about their fee scales, while the quality of service varies widely among the 12 EC member states.

The Netherlands, Denmark and the UK had the most efficient banking services covering dispatch and receipt of money transfers, according to the study.

The worst services were found in Italy, Spain and Greece.

Mr Vanni d'Archirafi, EC commissioner responsible for the Single Market, described the findings as disappointing. He called for the urgent adoption of the leading European

banking federations' guidelines, hinting that failure to act could lead to legislation.

However, Mr d'Archirafi paid tribute to the efforts by some European banks to create automatic clearing mechanisms to improve the payments network within the Community.

The Commission study focussed on 34 banks and almost 1,000 transactions. It estimated that in 1990 around 200m cross-border transactions of less than Ecu2,500 (\$2,520) took place in the EC.

On average, the cost of money transfers within the EC is around Ecu20, the study revealed. The fee rises to Ecu24 if "double charges" - fees levied by the banks at both ends of the transaction - are included. Double charges were discovered in 42.5 per cent of all transactions.

The Commission intends to publish a full report in the autumn, following consultations with the industry.

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NEWS: INTERNATIONAL

Seven samurai defer to Hosokawa

WHEN THE seven samurai, Japan's seven opposition party leaders, gathered yesterday, it was appropriate that they deferred to Morihiro Hosokawa, scion of a feudal ruling clan and still sometimes called "my lord" by his loyal constituents.

Mr Hosokawa 55, has struggled to turn his cultivated elegance into a party political personality, but one reason for his appeal is the obvious difference between a self-consciously thoughtful individual and the abrasive confidence of many other Japanese politicians.

If all goes according to plan in the next few days, Mr Hosokawa will become prime minister, but he will take office having explained little about his political ideas, other than that he wants "reform" and a "new way of political thinking".

His stay in office could be short, as the seven samurai are a strange mix of people and ideas, and could fall out permanently over issues ranging from a rice market opening to nuclear power development. They issued a vague statement yesterday, which was general enough to keep all happy but resolved none of their disagreements on policy detail.

In the end, Mr Hosokawa was preferred to Mr Tsutomu Hata, the leader of the Japan Renewal party, supported by several opposition parties, but thought to have uncomfortably close ties to the Liberal Democratic party. Mr Hata's defection from the LDP brought down the government, and his party is confident his turn as prime minister will come.

Inevitable comparisons were being made yesterday between Mr Hosokawa and his grandfather, Prince Fumimaro Konoe, prime minister from 1937 to 1939, and again from 1940 until just before the attack on Pearl Harbour in 1941. Prince Konoe had thought himself capable of containing the Japanese military, but overestimated his powers of influence and underestimated the consequences of aggression in China that he had approved.

Having formed the Japan New party only a year ago, Mr Hosokawa has been carried quickly by circumstance to within reach of the leadership. But he has taken time to mature politically, beginning

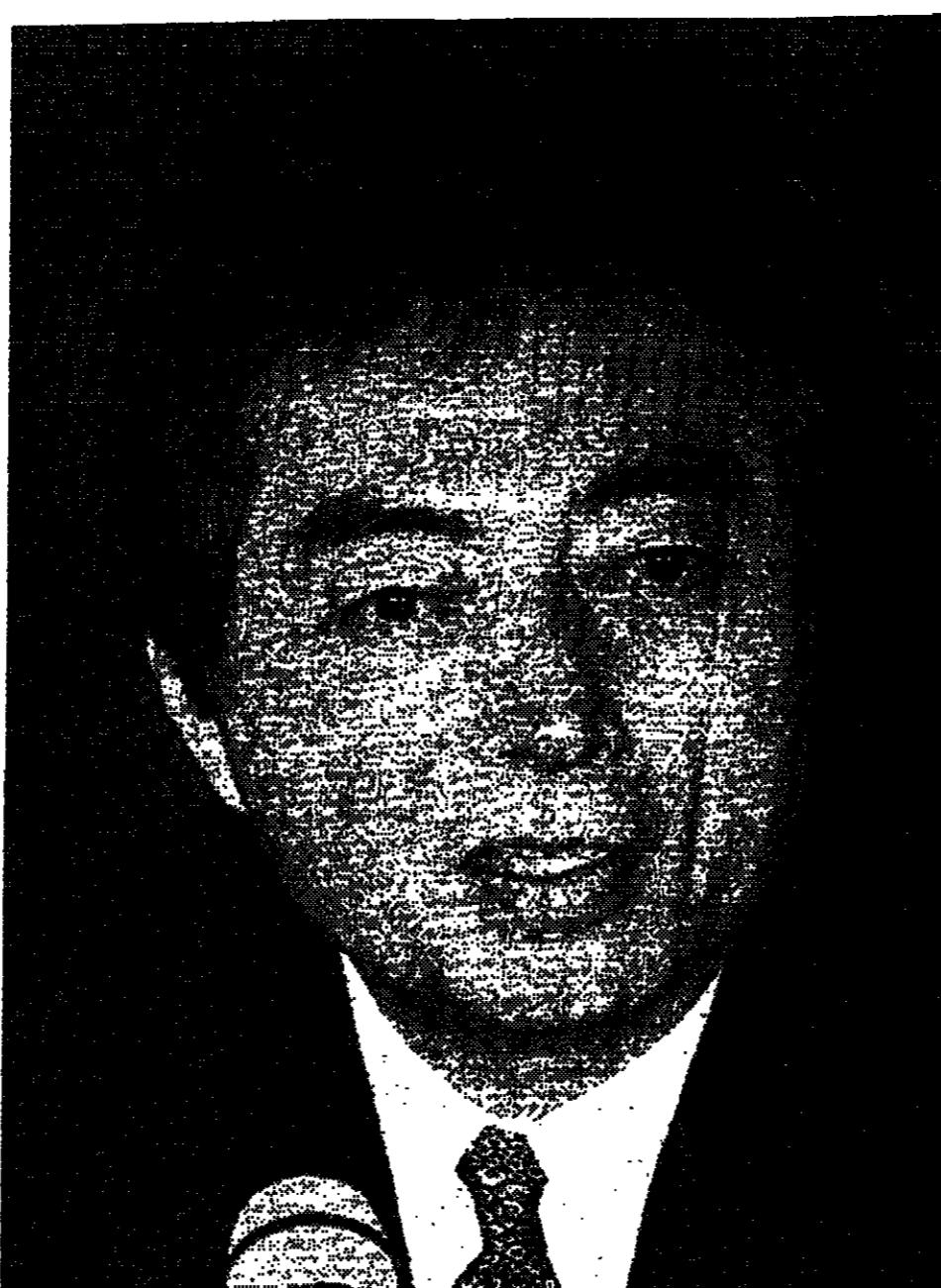
Mr Hosokawa will take office having explained little about his political ideas, writes Robert Thomson

Mr Hosokawa switched to local politics in 1983, when elected governor of Kumamoto prefecture, in the south, where he enhanced his family's reputation as the local version of royalty. He is an 18th generation Hosokawa and keeps up the royal image, and his distance from mere politics, by playing tennis with members of the imperial family.

Encouraged to take a third term in 1991, Mr Hosokawa declined, saying that politicians are corrupted if they remain in the same powerful job for too long. As governor, he once suggested the water be turned off in central Tokyo so that politicians and bureaucrats would better appreciate the need for decentralisation, a favourite theme of most provincial leaders.

But Mr Hosokawa was generally regarded as a mild man of considered opinions. The gentleman politician's renewed interest in national politics is best explained by his wife, Kayoko, who said he inherited high standards of personal discipline from a family tutor who liked to berate him with: "How can you become the head of a samurai family?"

"At this point in his life, he doesn't really have any ambition



Morihiro Hosokawa accepted candidacy as PM in a meeting of the seven coalition parties yesterday

for honour or power or success. The motivation to become a politician is not that he wants to be a great man, but that he can see a mission created for him by history," Mrs Hosokawa explained.

The problem with Morihiro Hosokawa is that he has not been able to explain the mission apparently motivating him, though supporters say a detailed explanation could lead

to the collapse of his coalition. The past few weeks have shown that he does have fine political timing, as he let other parties call him to the leadership and left open the possibility that he would join the LDP in a coalition.

Mr Hosokawa's priority is political reform, but even his coalition partners have private reservations about the proposals they publicly support.

When the serious talk starts, he will face the possibility of a quick split and a new election.

Like his grandfather, Mr Hosokawa could find that he has overestimated his political skills, in this case by underestimating the difficulty of controlling a coalition including socialists, the religious right wing, and a few hardened ex-LDP backroom operators who have their own ambitions.

More interesting is the fine detail further down in their accord, which promises a "people-oriented" budget next year, as well as the decentralisation of government functions, a pet policy of Mr Morihiro Hosokawa, the JNP leader and a former provincial governor, who is annoyed by the concentration of resources in Tokyo.

The parties agreed to discuss an income tax reduction, which is already on the discussion table, and to co-operate with other nations in solving international trade imbalances through "market-oriented economic rules," a reference to the US pressure on Japan to reduce its large and growing trade surplus.

While supporting a resolution of the Uruguay Round of multilateral trade talks, the parties declare they are opposed to the opening of Japan's rice market, one of the still unsettled agricultural issues and of particular interest to politically influential farmers' groups.

However, Mr Hosokawa, as well as senior members of the JRP, have argued in favour of rice imports, and the policy appears to have been included to ensure the support of the SDP, the largest opposition party, which is against liberal

trade surplus.

Officials at the finance ministry expected no substantial changes in budgetary or taxation policies by Mr Tsutomu Hata, JRP leader, is a former finance minister.

Japanese industrial output falls 5.1%

By Gordon Cramb in Tokyo

INDUSTRIAL production in Japan is in its longest ever downturn, figures from the Ministry of International Trade and Industry showed yesterday.

Output in June fell 5.1 per cent year-on-year, its 21st successive month of decline. The previous record stretch was 20 months from May 1974 to the end of 1975. The economic environment

which will be inherited by whichever government is formed in the coming weeks is thus the gloomiest for nearly a generation.

The latest fall was the worst since February, when a 5.8 per cent annual fall was recorded. It bears out a warning earlier this week by Mr Osamu Takatori, director general of the Economic Planning Agency, that recent data appeared to give the lie to earlier

assumptions that the corner had been turned.

For the second quarter as a whole, industrial production was down 4.5 per cent from the same period of 1992 and 1.7 per cent below that of the first three months of this year.

On a month-on-month basis, though, seasonally adjusted output for June emerged 1.3 per cent higher, the first rise since March, when a 2.5 per cent

upturn was followed by two months of downward movements.

Shipments rose 2.1 per cent in the month but, reflecting the amount of destocking of goods still in the pipeline, inventories rose 0.4 per cent for a second successive monthly rise. Compared with a year earlier, the refining back of supply and demand meant inventories were down 4.9 per cent and shipments of 4.8 per cent.

The new trial compared the drug with a placebo on 993 asymptomatic patients for an average of two and a half years in Australia and Europe. All patients had a CD4 cell count - a measurement of the immune system's strength - of above 400. A normal level is more than 1,000.

The Concorde study took a broad range of asymptomatic patients, many of whom had CD4 cell counts well below 400 and some as low as 200. It may be that AZT is less effective in such patients.

The new trial supports earlier studies suggesting AZT is effective and contradicts the Concorde programme. Wellcome has maintained the preliminary conclusions of the Concorde trial; the full results of which have yet to be published, suffered from statistical problems.

Budget to halve Zimbabwe deficit

By Tony Hawkins in Harare

ZIMBABWE'S finance minister Bernard Chidzero yesterday presented a deficit-cutting budget designed to satisfy the country's World Bank and IMF creditors.

By containing spending increases to under 10 per cent while projecting a 23.5 per cent rise in revenue, Mr Chidzero was able to promise that the deficit will be halved in the current year to June 1994 to 5.4 per cent of GDP from 11 per cent in 1992/3.

Substantial savings were possible with the reduction in drought relief expenditure and the cut in subsidies from more than \$320m (\$33.9m) last year to \$272m in 1993/4. Drought relief assistance is down to

only \$85m from \$300m last year.

Despite a 14 per cent rise in defence spending and increases of 12.6 per cent in education and 9 per cent in health, the budget deficit is projected to fall from \$38.4bn last year to \$28.1bn in 1993/4. This assumes a rather stronger recovery from drought and recession than generally forecast in the private sector.

Mr Chidzero is predicting 4 per cent growth in GDP this year, which private sector economists regard as hugely optimistic, especially in the wake of the publication this week of official figures showing that industrial production fell by more than 22 per cent in the first five months of the year while mining output was

down 2 per cent in the first quarter.

Surprisingly too, in a budget which provides very little new information on the state of the economy, Mr Chidzero makes no mention of the deepening crisis in the tobacco and beef industries.

Government spending is forecast to fall to 38 per cent of GDP from 44.6 per cent last year while revenue will be little changed at around 33 per cent of GDP.

As expected Mr Chidzero reduced the top rate of personal income tax to 45 per cent from 50 per cent, applicable to people earning over \$243,000 a year while the corporate tax rate is cut to 40 per cent from 42.5 per cent.

The main tax increase is the expected 28 per cent rise in pet-

rol duty, though the actual price increase is likely to be somewhat greater because distributors have also promised an increased operating margin. Duties on beer and cigarettes have been raised while to protect the domestic industry, duty increases have been imposed on imported wines and spirits.

The budget has been welcomed by the business community but economists have been quick to point out that it rests on two very fragile assumptions - that the recovery from drought and recession will be much stronger than widely forecast and that the government, in the run-up to elections due in 18 months' time, can impose a 10 per cent cut in real public spending.

AZT 'effective on Aids'

By Paul Abrahams

AZT, the controversial treatment for the Aids-causing virus, HIV, is effective in slowing progression to Aids, according to a large-scale study published yesterday in *The New England Journal of Medicine*.

The study appears to contradict another trial, the Anglo-French Concorde study published earlier this year, which called into question the effectiveness of the drug in HIV-positive patients who had not developed the disease.

AZT, also known as Retrovir, and manufactured by the UK pharmaceuticals group Wellcome, remains the only treatment licensed for HIV-positive patients without symptoms.

The new trial compared the drug with a placebo on 993 asymptomatic patients for an average of two and a half years in Australia and Europe. All patients had a CD4 cell count - a measurement of the immune system's strength - of above 400. A normal level is more than 1,000.

The Concorde study took a broad range of asymptomatic patients, many of whom had CD4 cell counts well below 400 and some as low as 200. It may be that AZT is less effective in such patients.

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Nigeria ails beyond the public eye

WHILE Nigeria's government has been absorbed by the political chaos following the June presidential elections, the economy has been sliding deeper into crisis.

The drop in the oil price last week to around \$16.50 a barrel is a warning to President Ibrahim Babangida, and his successor, that Nigeria's oil exports cannot resolve a growing balance of payments deficit.

"What worries me most is the complete lack of direction in economic policy," said the head of one Nigerian bank.

The military regime hoped to find that direction in January by creating a civilian Transitional Council to inject life into a structural adjustment programme, which has failed to impress the international creditors and has earned the contempt of most Nigerians.

Mr Ernest Shonekan, a leading industrialist who heads the Council, delivered a 1993 bud-

get in January based on three expectations that have not been met: tight control on government spending; a debt relief agreement with Nigeria's official creditors; and a minimum oil price of \$17.50.

"The lack of fiscal discipline is the bane of our economy," said Mr Shonekan in his budget speech. He proposed "greater fiscal co-operation and a total clampdown on extra-budgetary releases" to cut the budget deficit to N280m (\$7.46m) in 1993.

The Central Bank of Nigeria (CBN) has yet to publish official figures, but bankers estimate that the budget deficit in the first quarter of the year alone reached N20bn, whilst the rate of inflation has accelerated well beyond the 46 per cent recorded for 1992.

Mr Shonekan also set up two committees to make government finances more open. However, "neither of these committees has made its final

ing public", said a western economist.

The failure to report on accounts which keep the revenue from an estimated 200,000 barrels of oil a day outside budgetary control has been one of several stumbling blocks in Nigeria's negotiations with the International Monetary Fund.

During formal talks in May, the Nigerian delegation and a combined IMF-World Bank team failed to reach agreement over the oil revenue figures, the exchange rate policy, and a method to phase out the domestic fuel price subsidy.

The collapse of the IMF talks was a serious blow to the Transitional Council. An Enhanced Structural Adjustment Facility (ESAF) would provide soft loans and unlock a debt relief package from the Paris Club of official creditors, which is owed about \$16.5bn by Nigeria, over half its external debt. If Nigeria qualified for the Trilateral Terms, over half of that debt could be wiped out.

But a Transitional Council plan to remove the oil subsidy was overruled by the ruling military council, and the supply of foreign exchange from the Central Bank to the private sector has been just 10 per cent of funds required, which has widened the gap between the official and parallel market rates to 70 per cent.

"The IMF is not interested in a standby agreement, they want a three-year programme and they do not want to negotiate with a regime which has no track record and no future after August 27" - the sched-

uled handover date - said one western diplomat.

Arrears in debt service to the Paris Club topped \$1bn this year and the budget does not provide for any interest payments on foreign debt, for which \$2bn is due. Further evidence of Nigeria's insolvency came in March when the CBN suspended payments to foreign suppliers worth over \$2bn, or nearly half this year's budget allocation of foreign exchange for imports. The CBN has still not announced how this backlog in payments will be cleared, but there are inadequate foreign reserves to cover it.

"Whichever way they tackle it, these arrears are going to give a shock to the economy," said a lending banker. "If the bills are honoured, it will put heavy pressure on the exchange rate. If they default and issue promissory notes, it will damage Nigeria's credibility among foreign creditors."

Nigeria: debt scenario



Source: IMF scenario based on price assumptions in table

S Korean group's break-up 'illegal'

By John Burton in Seoul

SOUTH KOREA'S constitutional court yesterday ruled as illegal the government's 1985 dissolution of the Kukje group, then the country's seventh largest conglomerate.

The decision could have widespread implications for relations between Korean industry and the state.

The forced dismantlement of Kukje was part of an industrial restructuring programme in the mid-1980s by the government of President Chun Doo-hwan, the country's former military dictator. Almost 80 financially-troubled private companies were merged, liquidated or sold by government order.

The court ruling is likely to set the stage for extensive legal battles as Mr Yang Chung-mo, the Kukje founder, and other owners try to recover confiscated assets that were distributed to other industrial groups.

The court, acting on an appeal filed by Mr Yang, declared that Mr Chun's actions were an arbitrary use of presidential powers.

When Kukje encountered financial difficulties in late 1984, President Chun refused to allow Korea First Bank, the group's main bank, to provide new loans to rescue it. Instead, Kukje was declared bankrupt in February 1985 and divided up, with its 20 subsidiaries sold to other companies.

Kukje's leading footwear business and trading operations were transferred to Hanil Synthetic Fiber. Kuk-dong Construction, acquired Kukje's securities subsidiary, which is now Donggu Securities, one of Korea's biggest brokerage firms. Union Steel Manufacturing, the nation's largest producer of cold-rolled steel sheets, was sold to Donguk Steel Mill.

The Chun government justified its action by arguing that Kukje's problems resulted from over-expansion and poor management. But when parts of Kukje were reconstituted after Mr Chun lost power in 1987, it was told that Kukje's dissolution was caused by Mr Yang's refusal to give political donations to the president and his party.

Mr Yang said yesterday the ruling "has paved the way for me to rise again as a businessman and I will rebuild the Kukje group."

The Federation of Korean Industries welcomed the court's ruling, which represents a psychological victory for Korean conglomerates, or chosol, in their relations with the government.

Demjanjuk acquitted

ISRAEL'S Supreme Court yesterday acquitted John Demjanjuk of being the sadistic "Ivan the Terrible" who operated gas chambers at the Nazi Treblinka concentration camp in the second world war, writes David Horovitz in Tel Aviv.

S Korean group's break-up 'illegal'

By John Burton in Seoul

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Chong-woo, the Kia found-

er and other owners try to

recover confiscated assets

distributed to various

groups.

The court, acting at the

request of Mr Kim

and others, was an authority

of presidential power.

When Kia emerged

from its difficulties in

1984, President Chun

had forced Korea First Bank,

a powerful bank to rescue it.

Kia was delisted from

the stock market in 1985

and became a public com-

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NEWS: THE AMERICAS

Brasília loses Battle of the Zeros

By Christina Lamb in Rio de Janeiro

BRAZIL'S President Itamar Franco yesterday conceded defeat in the Battle of the Zeros and signed a decree cutting three noughts from the country's inflation-battered cruzeiro, changing its name to the "real cruzeiro".

The move comes as a relief to a population whose mental skills have been stretched to the limits by the present exchange rate of about 75,000 cruzeiros to the dollar. The digits involved in even basic sums do not fit on calculators, causing havoc in the financial sector.

Even the low paid are receiving monthly wage packets in millions of

cruzeiros: a Big Mac hamburger costs Cr200,000, a basic television Cr30m and buying the cheapest new car requires well over Cr1bn.

The announcement, signalling the fourth currency change in seven years, came as a surprise. Mr Franco has always been firmly against the idea, once saying: "The last thing poor Brazilians need is to see their money devalued". He even sacked his last but one finance minister in February for having the audacity to announce that he wished to cut three zeros from the currency.

Since then the president has presumably been won over by the central bank, which long ago ran out of famous Brazilians to put on bank notes, resorting

to Amazonian fishes (there are 2,000 varieties).

As news of the change spread yesterday, critics accused the government of cosmetic measures to disguise inflation, which is forecast to top 24 per cent a month in August. The main television channels ran warnings that the removal of three zeros from prices did not mean the items had become cheaper.

Unlike previous changes the announcement of the new currency is not to be accompanied by an economic shock package or banking holiday, both of which have become taboo following the failure of previous economic plans.

However, the new real cruzeiro, fol-

lowing the country's economic Truth Plan announced in May, could prove to be an unfortunate choice of name. There is no sign of economic stability despite the best efforts of Mr Fernando Henrique Cardoso, the new finance minister.

With presidential and congressional elections due next year the national mint is likely to be busier than ever.

The changes to the currency are due to come into force on Monday. The Cr1m note, due to appear in September and decorated with a nameless cowboy, is expected to be scrapped.

But with inflation running at 1,500 per cent a year and rising, it should not be too long before Brazilians are all big-spending millionaires once again.

NY judge dismisses Altman charges

By Patrick Harverson in New York

US GOVERNMENT attempts to prove that Mr Robert Altman helped the now-collapsed Bank of Commerce and Credit International gain illegal control of a US bank did not fare well yesterday when a New York judge dismissed four of the eight criminal charges against the prominent Washington lawyer.

Judge John Bradly of the New York state supreme court did not explain why he dismissed the charges, which included the most serious count of bribery. The move came in response to a call from Mr Altman's lawyers for a dismissal on the grounds that federal prosecutors had failed to prove the lawyer had received bribes from BCCI.

The prosecution had alleged that during the 1980s Mr Altman participated in a conspiracy to allow BCCI illegally to acquire First American Bankshares, Washington's biggest bank. Mr Clark Clifford, a former US defence secretary and leading figure in the Democratic party, was indicted on the same charges last year but was deemed too ill to stand trial.

During the four-month trial prosecutors argued that Mr Altman and Mr Clifford, who were senior officers of First American, acted as "front men" for BCCI, which secretly controlled the Washington-based bank.

The two lawyers were accused of accepting millions of dollars of bribes from BCCI in the form of loans, share profits and legal fees.

Although yesterday's dismissal is a victory for Mr Altman, he still faces four counts, including charges that he schemed to defraud regulators by submitting false documents.

His defence team began its presentation yesterday, and is due to conclude by August 9.

The indictments against Mr Altman and Mr Clifford were filed in July last year.

Senate wrangles hit National Service scheme

By Lisa Bramen in Washington

PRESIDENT Bill Clinton's National Service plan has run into trouble in the Senate with Democrats unable to break the Republican will to prevent a vote on the measure.

The House of Representatives this week passed Mr Clinton's plan to create a domestic version of President John F Kennedy's Peace Corps, whose participants would also earn money towards higher education.

In the Senate however, the plan has fallen victim to the partisan wrangling that has plagued many of the president's proposals.

The Democrats have a 54-seat majority in the Senate, but need 60 votes to cut off debate and force a vote on the measure. Five Republicans voted with the majority, leaving the Democrats one vote short.

The House agreed on Wednesday evening to Mr Clinton's plan to grant \$5,000 a year in educational benefits in return for community service work, with a handful of Republicans joining the Democratic majority. But it scaled back the educational stipend to \$4,750.

"National service is a bipartisan concept... and it is a shame to have it treated like a political football," said Mr Rick Allen, deputy director of the White House's Office of National Service.

Some Republican senators,

led by Ms Nancy Kassebaum of Kansas, support the concept of national service, but believe the president's plan is too expensive. The White House has been seeking a compromise with her, so far without success.

The president's plan calls for \$34m for fiscal 1994 with no set spending amounts for the next four years.

Mr David Durenberger, a Republican senator, and Democratic Senator Edward Kennedy introduced an alternative plan that scaled the programme back to three years and set spending at \$300m for the first year and \$300m and \$700m for the next two years.

Ms Kassebaum believes spending should be limited to \$200m in the first year and \$400m and \$600m for the next two.

If the White House were to win Ms Kassebaum's support she would probably be followed by enough Republicans to overcome the filibuster.

There are, however, a number of Republicans who seem prepared to block passage of the bill at any cost. Senator Phil Gramm of Texas, for example, cites the programme as an example of "tax-and-spend" politics of Democrats and the president who are not doing enough to fight the deficit.

"It doesn't have to do with Clinton having victories, it has to do with the number one problem in the country," said Mr Larry Neal, a spokesman for Mr Gramm.

Ginsburg on course

THE US Senate judiciary committee yesterday unanimously approved the nomination of Judge Ruth Bader Ginsburg to be the second woman to serve on the Supreme Court and sent it to the Senate for final action next week. Reuter reports from Washington.

The vote was 18-0 to approve Ginsburg, a 60-year-old federal appeals judge from the District of Columbia.

The full Senate is expected to confirm her before the start of the congressional summer recess on August 6 as the nation's 107th Supreme Court justice and its second woman member. Justice Sandra Day O'Connor joined the court in 1981.

Judge Ginsburg was nominated on June 14 by President Bill Clinton to replace Justice Byron White, who retired at the end of the court's last term.

The high court's next term begins on October 4.

Loan loss provisions hit profits for World Bank

By George Graham

THE World Bank has reported a sharp drop in last year's profits as a result of higher provisions against the risk that loans to the former Yugoslavia that would not be paid back.

Net income fell to \$1.13bn (2750m) for the year ending June 30, against \$1.65bn the previous year, after the bank increased its loan loss provisions by \$610m to \$3.15bn.

The bank announced in May that it would increase its loan loss provisions from 2.5 per cent of loans outstanding to 3 per cent, citing "a deterioration in the outlook for the col-

lidity of loans to, or guaranteed by, the Federal Republic of Yugoslavia and the Republic of Bosnia-Herzegovina".

Yugoslavia was one of the World Bank's biggest borrowers, with \$2bn of loans outstanding last year. While Croatia and Slovenia are paying their portions of this debt, Serbia-Montenegro, Bosnia and Macedonia are not.

Bad debts from these three republics, together with those of Congo, Iraq, Liberia and Syria, amount to 2.4 per cent of the World Bank's outstanding loan portfolio.

The bank also increased its

target ratio of reserves to loans from 11 per cent to a range of 13-14 per cent over the next two fiscal years. At the end of June its reserves amounted to \$11.7bn, or 11.4 per cent of loans.

While the World Bank is not a conventional profit-seeking corporation, its net income is important to its financial solidity, which enables it to borrow in the capital markets at keen rates.

It also provides part of the money for the International Development Association, the subsidiary which offers low-cost loans to the poorest countries.



President Bill Clinton is joined in Washington by a group of executives from leading US companies in a show of support for the president's package of tax increases

Gaviria pins hopes on oil

By Ken Warr

RISING oil revenues could push Colombia's economic growth from last year's 3.6 per cent to an annual 5.6 per cent, President Cesar Gaviria said yesterday.

Mr Gaviria, on a three-day official visit to Britain, suggested that if the country made progress in its fight against political and drugs-related violence, "growth through the rest of this decade will be even higher".

The president is pinning his hopes for higher growth on the Cusiana and Cupiagua oil fields,

in Colombia's eastern Andes. The fields are being jointly developed by BP, Total, Triton and Colombia's state-owned Ecopetrol.

BP has estimated production will reach 150,000 b/d by the end of 1995, but a second stage of development could take up to 600,000-800,000 b/d in 1998, a prospect Colombian officials greet with barely concealed excitement.

Colombia now produces about 450,000 b/d of crude, exporting some 180,000 b/d.

Mr Gaviria said his country was able to deal with the potentially inflationary conse-

quences of soaring oil revenues, and stressed the independence of the central bank.

Earlier in his trip, aimed principally at boosting trade and British investment in Colombia, he signed an agreement with Mr John Major, the British prime minister, to co-operate on confiscating proceeds from drug trafficking.

The agreement would commit both countries to trace, seize and confiscate drug assets, according to a British official. However, a hoped-for investment protection accord between Colombia and the UK failed to materialise.

NEWS: WORLD TRADE

Nafta ministers hunt for consensus

By Nancy Dunne in Washington

THE trade ministers of the US, Canada and Mexico yesterday gathered in Washington to begin their final attempt to resolve differences over enforcement of labour and environmental laws and mechanisms to finance the costs of the North American Free Trade Agreement.

Mr Thomas Hockin, the Canadian trade minister, said before beginning talks with his counterparts - Mr Mickey Kantor of the US and Mr Jaime Serra Puche of Mexico - that the three would have to meet next week to finish the supplemental agreements designed to

protect jobs and the environment and to guard against import surges.

On Capitol Hill, there were further signs yesterday that Nafta is in political trouble.

There were reports that the Clinton administration had rejected proposals for a "Nafta plus" package, which would include the side pacts and a North American Development Bank. Plans to announce a "Nafta czar" to press the agreement through Congress have also been delayed without explanation.

The National Economic Council is said to have opted for a two-track policy, creating both a commission to implement clean-up and water treat-

ment projects, and a funding entity in the Inter-American Development Bank to provide financing.

Supporters of the so-called NADBank include many Democrats who otherwise oppose Nafta. Among them is Congressman Esteban Torres, who said he was "appalled the administration is shooting itself in the foot" by rejecting the idea of an independent development bank, which would loan funds to communities in all three countries damaged by the restructuring of the job base in North America.

Rarely a day passes without opposition being voiced against Nafta. On Tuesday 100 Democratic congressmen wrote to

ABB eyes Russian power venture

By Andrew Baxter

ASEA BROWN BOVERI, the Swiss-Swedish engineering group, is in talks which could lead to it becoming the first western company to produce power plant from a former Russian defence factory.

ABB confirmed this week it was in joint-venture discussions over the future of a Russian defence and aero-engine factory, although it declined to say where the factory was or with whom it was negotiating.

It added it was talking to a number of possible partners about joint ventures in Russia.

The Zurich-based company is known to be considering developing local production of power plant in Russia. Use of a former defence and aero-engine plant could enable it to produce equipment such as gas turbines for the local market.

ABB is keen to sell combined-cycle gas turbine plants in Russia, which many observers believe would be a better option for Russia, with its

abundant gas supplies, than modernising its nuclear power stations.

Other western power equipment manufacturers have ventures in Russia, but not with defence factories. Siemens of Germany has a joint venture with Leningrad Metal Works, a St Petersburg steam turbine producer. The deal covers the manufacture, assembly and packaging of 25MW gas turbines for the Russian market.

ABB has in recent years placed greater emphasis on expansion in eastern Europe - particularly Poland, the Czech and Slovak republics and Hungary - and views Russia as a long-term opportunity.

Athens acts on airport

THE Greek government has selected a German consortium led by Hochtief to build and operate a new airport for Athens in a £250m (£151m) project, due to be completed by 1998, Kerin Hope reports.

The Hochtief consortium will cover 65 per cent of the financing, with Greece contributing the remainder through an £80m grant from the EC and an airport departure tax.

Linde venture

Linde, the world's largest lift truck producer, is forming a joint venture to produce lift trucks in China from a factory to be built at Xiamen, Fujian province, Andrew Baxter writes.

The joint venture, with Xiamen Fork Lift Truck Plant, will produce about 20,000 lift trucks a year. It requires capital investment of about DM155m (£80.3m).

Telecom alliance

Belgacom, Belgium's state telecoms company, has announced a strategic alliance with Pacific Telesis of the US to build and operate the country's first digital cellular mobile network to the pan-European GSM standard, Andrew Adonis reports.

Japanese brewer gets rid of Chinese froth

Robert Thomson on making a joint venture work

WHEN Kenzo Yanagi arrived at the Chinese city of Lianyungang to take control of Japanese brewery Suntory's joint venture producing a brew called Flower Fruit Mountain Beer, a brand inspired by a Chinese

material and was stuck with the inferior product.

Suntory also experimented with the brewing process and swapped yeast types, but a big adjustment, Mr Yanagi says, came with "consciousness". The company first adopted a Japanese-style management system, intended to inspire workers with regular gradings, work targets, and peer pressure.

Mr Yanagi says the 400 workers found positive motivation from a different source - money. "We discovered that these Japanese-style gradings did not have such a good effect. But money is a very good incentive in China. A bonus system was developed so that about 60 per cent of earnings are now base salary and

Hoping to flood the Chinese market with Flower Fruit Mountain Beer and earn foreign currency from exports, the hardened joint venture partners now have clearer goals. Their beer has a 9.5 per cent share of the market in the area around Lianyungang, a port city in Jiangsu province, and they are cautiously taking aim at Shanghai.

The Japanese company has a 50 per cent stake in China Jiangsu Suntory, capitalised at \$13m (£8.7m), sharing ownership with the Lianyungang Light Industry Bureau, which has 30 per cent. Two state investment bodies, the Jiangsu International Trust and Investment Corporation (Jitic) and the China International Trust and Investment Corporation (Citic), each have 10 per cent.

Sales last year rose almost 30 per cent, Mr Yanagi said, after the launch of two premium brands, New Century and Prince.

In the four years Mr Yanagi worked in Lianyungang, the brew was improved by replacing the barley used by the Chinese partners with imported materials and, later, with Suntory-developed barley from a farming venture in the area. In earlier years, the venture could not get permission to import

40 per cent are in bonuses." Having dealt with the workforce, Suntory needed to replace the Chinese senior manager who was a barrier to innovation. After the foreign partner's customary threats to withdraw from the venture, local Chinese officials found a spirits distillery manager who made useful suggestions instead of finding reasons why changes could not be made.

The eager new manager, working with Mr Yanagi, who returned to Tokyo last year, suggested the use of a 2-litre beer container, which has been a success. They also agreed to lift the bottle price of the two new beers from Ynl (12 pence) to Ynl.5

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FINANCIAL TIMES FRIDAY JULY 30 1993

Top news

NEWS: UK

New law proposed to protect privacy

By Robert Rice
and Raymond Snoddy

A NEW LAW giving people in England, Wales and Scotland the right to sue for damages up to £10,000 for invasion of privacy was put forward yesterday by the government.

A discussion document (green paper) on infringement of privacy says that the right

to privacy should be recognised in law.

It proposes a new civil remedy allowing an individual to sue for any invasion of privacy which causes substantial distress.

Privacy would not be defined precisely but would cover a person's health, personal communications and family and personal relationships.

A range of defences would be

available to the press, media, banks, credit agencies, government bodies and others accused of infringing privacy. These defences would include consent, lawful authority, absolute and qualified privilege as in defamation cases and a public interest defence.

The government does not intend to make legal aid available for privacy cases. The remedies would include damages up to a maximum of £10,000 and injunctions to prevent publication of material which would result in an infringement of privacy under the new law.

Launching the green paper yesterday Lord Mackay, the Lord Chancellor said after years of cross-party study, "the time has come to ensure that the law protects the privacy of everyone."

The proposals received a mixed response from the newspaper industry to which they are primarily addressed. Mr Andrew Neil, editor of the Sunday Times attacked them as "very dangerous proposals" which would "protect the privacy of politicians but neutralise robust journalism."

Sir Frank Rogers, deputy chairman of The Telegraph group and chairman of the

Newspaper Publishers Association which represents national newspapers said the industry approach had been to accept that there were aspects of life that should remain private but that any legislation should apply to everyone.

Yesterday's consultation document has come out in advance of the associated policy document (white paper) on press regulation.

environment. Mr Robert Key, Minister for Roads and Traffic, said yesterday.

Britain in brief



Lloyd's in fresh US court 'win'

Lloyd's of London claimed victory in another US court case involving pollution. The New Jersey Supreme Court reaffirmed two lower court decisions in favour of insurers in a case involving Morton International. Morton sued its insurers for the recovery of contamination clean-up costs at Berry's creek, New Jersey. Costs of the clean-up were estimated at \$100m. Insurers had provided coverage between 1960 and 1975.

BP Energy wins contracts

BP Energy, a division of British Petroleum, has won contracts for two combined heat and power projects and is negotiating a third - with a total value of \$280m.

The company will build a CHP plant for Nestle's Rowtree operations at York and for Chartham Papers, part of the Rowtree group, near Canterbury. CHP plants generate electricity using waste industrial gases as well as recycling the heat from the generation process.

Girobank sale criticised

The House of Commons public accounts committee has criticised the department of trade and industry and the Post Office over the sale of the state-owned Girobank in 1990 for £53m less than the book value of its assets.

The post office is also castigated for not seeking further bidders for Giroleasing - Girobank's corporate leasing and hire purchasing business which was sold separately to Norwich Union.

Progress at Canary Wharf

The administrators of Olympia & York Canary Wharf, the office development in the London docklands, have won the approval of the High Court to put together an arrangement that could take the project out of administration.

The significance of the move was played down by the administrators who said it was "merely a technical stage in the administration process".

It will allow them to put formal proposals to the project's creditors, if and when they are developed.

Negotiations are continuing on the issues that will allow the project to come out of administration, including the extension to the Jubilee Line underground service.

The administrators, from Ernst & Young, the accountancy firm, have won permission to put together either a Company Voluntary Arrangement, which involves an informal scheme of compromise by creditors, or a Scheme of Arrangement, a more formal route out of administration.

"I have come to the conclusion that doing both jobs is bad for the company and bad for me," the founder of The Independent said.

Editor's dual role to end

Andreas Whittam Smith announced he is stepping down as chief executive of Newspaper Publishing, publishers of The Independent and Independent on Sunday after nearly six years.

Mr Whittam Smith has combined the jobs of editor of The Independent and chief executive since early in the life of the publication.

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Record price

The singer Elton John sold his record collection - for £181,694 (\$369,000), at Sotheby's. It consisted of more than 25,000 LPs and 23,000 singles, and was bought through secret tender, by a private collector from St Louis, US.

Elton John is giving the proceeds to the Terence Higgins Trust, an AIDS charity.

DEFENCE PROCUREMENT

MoD 'right' to award contract for ship to VSEL

By Daniel Green
and Chris Tighe

VSEL Shipbuilding subsidised its winning bid for a Royal Navy ship in a competition against rival Swan Hunter, a government report said yesterday.

But the Ministry of Defence was right to give the contract to VSEL because the price gap between the two bids was much bigger than the subsidy, said the National Audit Office, the government spending watchdog.

Tyneside's Swan Hunter bid £71m more than VSEL to build the ship, a helicopter carrier, and called in the receiver when it lost the contract in May.

The NAO said the MoD estimated the level of VSEL's support at £25m to £30m on a £189.5m bid. But yesterday sources close to the Barrow-in-Furness company said the true figure was a little more than £10m.

Mr Noel Davies, VSEL's chief executive, defended the support. "We have recovered all our variable overheads and have made a contribution to fixed overheads. It's a contract which is better to have than not to have."

The report also contradicted allegations by politicians that the MoD had unfairly favoured VSEL. It said the MoD "treated both tenders in a fair and even-handed manner."

Much of the £71m difference in the bids was the result of lower overheads at VSEL's civilian subcontractor, Kvaerner Govan on Scotland's River Clyde, it said. However, the NAO warned the MoD that if Swan Hunter closed, VSEL might have a monopoly over some types of shipbuilding.

Mr Roger Vaughan, former joint chief executive of Swan Hunter, said: "[Creating a monopoly] is not an approach to the defence manufacturing industry which is likely to lead to the maintenance of a defence manufacturing base."

Mr Alex Marsh, also former joint chief executive, said Swan Hunter had understood

the MoD's budget was around £170m. He declined to comment on why, given this, the company thought a £210m bid might be acceptable.

The report said the MoD was aware VSEL might become a monopoly supplier of large warships if Swan closed but that it saw that savings from competition more than outweighed the cost of keeping a high level of competition.

"Overall, the MoD concluded that these problems could only be addressed in the context of individual procurements and not as part of an abstract wider strategy," said the report.

The NAO identified and potential risks on the programme and lessons for the future.

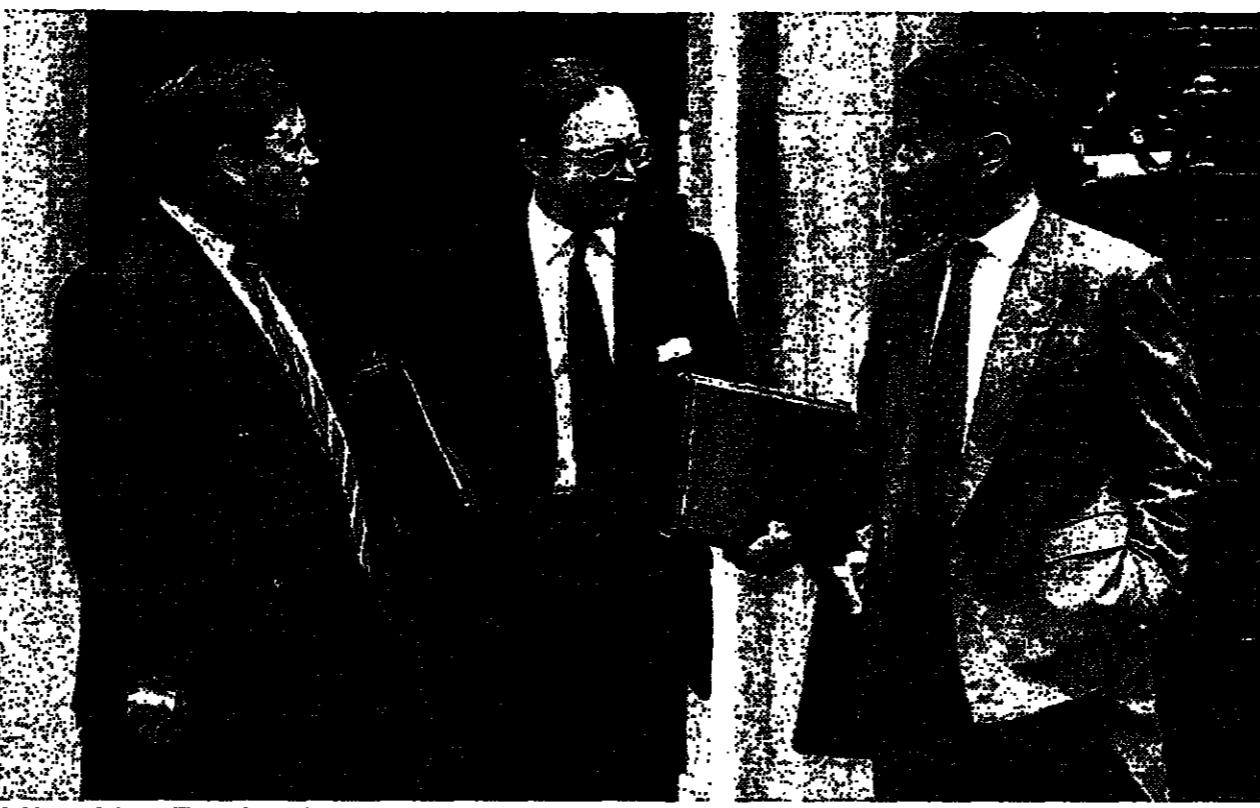
• The MoD, aware that Swan Hunter faced receivership if the award of the contract were delayed, accelerated its timescale and changed its approach. This risked failing to identify the most cost-effective solution, although the department believed this risk was outweighed by the benefits of ensuring effective competition.

• Because of the short timescales for the Best and Final Offers, the MoD was unable to carry out a full life cycle cost assessment of the two bids.

"This has led to the Department carrying the downstream financial risk that the vessel could be more expensive to operate than originally envisaged," warns the report.

• The MoD's arrangements for merchant classification of the vessel, although refined during the course of competition, were not clearly spelt out in its initial contract documentation, leaving some risk.

• While the department successfully transferred most of the financial risk to VSEL, through use of a fixed price, there remained a risk that the total cost could rise if not tightly controlled.



Cabinet ministers Kenneth Clarke, Malcolm Rifkind, and Michael Portillo await the crucial by-election result at Christchurch

BT satellite role faces tighter scrutiny

By Andrew Adonis

THE SATELLITE business of British Telecommunications will be subject to more detailed regulation under proposals published yesterday by Ofcom, the telecommunications regulator.

Under Ofcom's plans, BT would have to publish a financial statement covering the

activities of its division responsible for selling satellite capacity to rival operators.

The watchdog's proposals would also bar BT from seeking investment contributions from other operators.

Although the satellite business is not a high-profile BT division, the move marks a further extension of regulatory pressure by Ofcom.

A WORKER who witnessed the Piper Alpha oil rig disaster from a rescue vessel was not entitled to claim damages for the psychiatric injury he suffered, the Court of Appeal ruled yesterday.

Three judges overturned a High Court ruling that Mr Francis McFarlane, 45, a painter from Alloa, near Stirling, could claim because he had been in fear for his life and safety and the fear had caused the shock which led to his injury.

Mrs Justice Smith ruled last

years ago BT established a "signatory affairs office" (SAO) to give independent satellite service operators access to capacity.

The review of existing arrangements between BT and satellite service providers concerns the provision of satellite capacity with INTELSAT and EUTELSAT, which are funded and operated by consortia of state telecommunications com-

panies.

Three years ago BT established a "signatory affairs office" (SAO) to give independent satellite service operators access to capacity.

BT welcomed the plans to reduce direct contact with competitors, but said it needed to consider the implications of some of the regulatory proposals.

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December that Mr McFarlane was a primary victim of the disaster, in which 164 died in July 1988, because of his close-ness to it.

She held that Occidental Petroleum (Caledonia) - now EE Caledonia - the owner and operator of Piper Alpha, had owed Mr McFarlane a "duty of care" and was therefore liable to pay him damages. But yesterday judges ruled that she had erred. The ruling is likely to block at least 10 similar claims against EE Caledonia. An appeal is being considered.

The significance of the move was played down by the administrators who said it was "merely a technical stage in the administration process".

It will allow them to put formal proposals to the project's creditors, if and when they are developed.

Negotiations are continuing on the issues that will allow the project to come out of administration, including the extension to the Jubilee Line underground service.

The administrators, from Ernst & Young, the accountancy firm, have won permission to put together either a Company Voluntary Arrangement, which involves an informal scheme of compromise by creditors, or a Scheme of Arrangement, a more formal route out of administration.

"I have come to the conclusion that doing both jobs is bad for the company and bad for me," the founder of The Independent said.

Annual MoT faces test

The annual MoT car, van and motorcycle roadworthiness test, only recently stiffened to include cracked windscreens, exhaust emissions and cosmetic body corrosion, is to undergo a further review.

It will assess whether the test still provides value for money to motorists, as well as benefits to road safety and the

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TECHNOLOGY

Sounds of the cinema

The success of Steven Spielberg's film *Jurassic Park* has brought reflected glory to a three-year-old Belfast technology company.

Audio Processing Technology, which has a staff of just 20, is providing the vital component in the cinema sound system which gives digital, rather than analogue, dinosaur roars.

APT has developed a way of compressing the soundtrack of a film so that it can be put on a compact disc which is synchronised to play alongside the film.

The idea for digital sound first came from Spielberg himself, who wanted to explore the idea of a superior soundtrack to accompany his blockbuster.

Spielberg, along with Universal Studios and others, was instrumental in setting up the Californian company Digital Theatre Systems which builds the cinema playback systems which incorporate APT's technology.

Demand for the sound systems has grown to such an extent that APT's managing director Stephen Smyth believes that there will be more than 5,000 cinemas using the system by the end of year - as far apart as the US, Japan and Europe.

The compression algorithm squeezes the sound into one quarter of the space usually needed by removing the redundancy in the soundtrack. This means the six-channel stereo soundtrack can be supplied on CD. The technique is not dissimilar to that used by Sony to compress music on its mini-disc system.

Smyth points out the chips can also be used in the transmission of calls over the latest digital telephone lines or the preparation of soundtracks for television programmes.

Cinemas not equipped with the digital system can still show *Jurassic Park* because, as is conventional in film recording, each film has the analogue soundtrack of blood-curdling screams and the pounding of prehistoric feet optically recorded alongside the pictures.

A further advantage of this, reassures Smyth, is that should the latest digital equipment break down, the projection would automatically revert to the analogue soundtrack.

Della Bradshaw

When former US President Ronald Reagan revealed the Strategic Defence Initiative to an awe-struck television audience 10 years ago, he captured the imagination of the world.

To many, the concept of a defence system which would intercept nuclear missiles in space seemed the perfect palliative to a world fearful of nuclear war. To others, it seemed an impossible dream, and the programme's nickname, "Star Wars", captured the scepticism and hope the project inspired.

If the Star Wars initiative is not yet dead, it is certainly on its last legs. Earlier this year, SDI was forced to change its official name to the Ballistic Missile Defence Organisation (BMDO), and told to shift its priorities from space-oriented research to ground, or "theatre", missile defence.

The proposed 1994 budget has allocated no resources to space-based interceptors, the heart of the Star Wars programme, and a pending Congressional bill looks set to cut funding for the office's other projects further. Almost \$30bn (£20bn) was poured into SDI over the last decade, and now that the project is facing demise, it is natural to question whether any good came out of the massive initiative.

Although the goal of catching nuclear missiles in space remains little more than a dream, a dazzling array of new technologies has been developed by Star Wars researchers. From the beginning, the SDI office boasted an aggressive scheme to transfer technology to the private sector and many companies are making use of these new tools.

The wide range of technologies available attests to the ambitious nature of the SDI initiative. Discoveries range from medical advances to computer software and new materials. Products on the market today include synthetic diamonds for use in industrial cutting, laser shows for Disney World, and three-dimensional computer software for architects.

The BMDO office maintains a database with descriptions of 2,000 new technologies spawned by SDI. The number of technologies listed is far more impressive than the sales they generate, though.

According to the BMDO, hundreds of companies are now relying on Star Wars discoveries, but most of those groups are small, with annual sales of \$10m or less. Many companies are still in the research and development phase, without any products yet on the market. Still those involved with the SDI spin-offs say annual sales are a poor measure of the new technologies' success.

"A lot of these companies will see their sales mushroom over the next few years," says Aram Mooradian,

The US Star Wars initiative has led to a wide range of discoveries, says Victoria Griffith

Heavenly inspiration



chairman of Microcor, which helped develop laser systems for SDI. "Also, a lot of this is what you call 'enabling' technology - technology that can enable the development of a multi-billion dollar industry. Microcor's sales may not be that large, but we're working on laser components for a \$4bn sector."

Microcor is currently developing a miniaturised laser product which would add clarity to the images produced by projection television - television which is projected on to a big screen. Laser and computer software were two of the most prolific sectors of SDI research, and both have proved especially applicable to the medical field.

"We came up with a computer programme designed to track ballistic missiles after they took off," said Kendall Preston, president of Kensal Corporation, which worked on Star Wars research.

"We had to deal in detail with a three-dimensional world. When we started looking around for alternative markets, the medical field was the first thing that came to mind." Kensal Corporation now produces three-dimensional pictures of human tissue to help physicians develop treatments for their patients.

Another company making a successful shift to the medical market is AccSys Corporation. The founders of the company were originally asked to develop an accelerator for neutral particle beams, which

would be used to distinguish decoys

from actual nuclear missiles. Today, the group uses the technology in proton therapy for cancer patients. With the new accelerator, a beam projects high-energy protons into a patient.

"The protons go through matter with no damage," said Robert Hamm, president of the group. "But then they are deposited in the tissue where the tumour is located. There, their energy explodes and kills off the targeted cancer cells."

The transfer of technology from SDI to the private sector has been a Herculean task for the defence department. The SDI group has spent years matchmaking between the developers of technology and their markets.

SDI targeted small companies rather than large corporations, under an initiative called the Small Business Innovation Research (SBIR) programme, which continues to provide a small amount of funding.

"We had a limited amount of money and decided it would make a bigger impact on smaller companies, which are more research and development oriented," said Nicholas Montanarelli, who heads the SBIR programme.

Since its inception, the programme organised several conferences a year to allow its suppliers to meet potential customers. The conferences were attended by representatives from a number of different industries, and developers of technology for SDI were periodically invited to deliver half-hour presentations on their research.

The job of the representatives was to discover how some of these technologies could be used in industry.

All intellectual property rights for the new technologies also belonged to the companies developing the new products. Many of the companies that are now marketing SDI technology were started by individuals once working for the federal government.

"The key to a good technology transfer programme is having certain people who want to go with the technology and start up a company on their own," says Peter Clout, a former employee of the national Los Alamos Laboratory and today president of Vista Control Systems, a company selling software developed with SDI funds.

"You can't just wrap the technology up in a parcel and put it in the mail."

The worth of the Star Wars initiative will probably be debated for years to come. While \$30bn may have been a high price to pay, there can be no doubt that a number of useful technologies have emerged from the project.

Whether or not these will translate into the billion-dollar industries many of their developers are hoping is still uncertain.

Worth Watching · Della Bradshaw



Wiring boost for the smaller car

An innovative form of car wiring harness, claimed to be 30 per cent lighter than conventional wiring, is to be incorporated in a small car to be launched by Nissan next year, writes John Griffiths.

Called "flexible flat circuit", and developed in partnership with Mitsubishi's cables subsidiary, it is stamped out of flat conductive material and covered with insulation to form a sandwich-like board - in essence, an adaption of printed circuit technology. The circuitry is cheaper to produce and install than conventional wiring looms, which are assembled from single wiring strands that often have to be pre-heated to be bent around the car's operating mechanisms.

Nissan's John Griffiths writes:

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Industry: high technology has replaced the smoke stacks: Inside

Next test: a cultural revolution

A more fundamental change than an urban facelift will be for Wales to move from the employee culture, created by large state-owned industries, to an entrepreneurial culture, writes Roland Adburgham

THE VIEW is distracting as you cross the Severn Bridge into Wales. Seaward, in the middle of the estuary, concrete caissons are in place. Soon there will emerge - like the sword Excalibur in Arthurian legend - the main pylons for the new £300m bridge. They will be 137 metres high.

The second Severn crossing, which is being built by Laing-GTM - and privately financed - is not scheduled to open until 1996, but it is a striking example of the infrastructure investment benefiting Wales.

In the north, the upgrading of the A55 road link with England will be completed next year at a cost of £250m.

Although parliamentary approval of the Cardiff Bay barrage bill has been delayed, contractors have already been invited to tender for the £152m project.

Mr Peter Kelly, regional chairman of DTZ Debenham Thorpe, property advisers, says: "With a barrage, Cardiff will be propelled into the forefront of European cities as a property location."

In spite of such schemes, construction output in the principality slumped by 19 per cent in the first quarter of 1993, compared with the year before. But overall Wales has found this recession less traumatic than some other regions. The housing market has seen much smaller falls in prices than in south-east England.

There have been heavy job losses - nearly 500 at Trawsfynydd power station in Gwynedd and 370 at a Port Talbot cigar factory were announced only 10 days ago - but the rate of unemployment, 10.2 per cent in June, has at long last fallen below the national average.

An unfortunate consequence is some downgrading of assisted area status under the new plan announced last week, even though male unemployment remains above the national rate.

The GDP per head is lower than anywhere except Northern Ireland and wages last year averaged £271 a week, the lowest in Britain

"The recession has hurt and hurt a great deal," says Mr Ian Kelsall, director of the Confederation of British Industry in Wales.

"There are many scarred businesses and we have lost a lot of small businesses. But Wales has survived better than some other regions because the industrial base has been rebuilt over the last 10 years."

The latest quarterly surveys by the CBI and Wales Chamber of Commerce and Industry show that businesses are still cautious and reluctant to make commitments on capital expenditure until they are sure the recovery is well established.

However, Wales is seen as being among the first of the UK regions to come out of recession. Mr David Kern, chief economist of National Westminster Bank, forecast last month that between 1994 and 1995 Wales would be one of the fastest-growing regions. Cambridge Econometrics' this month forecast that the principal would have growth of 1.8 per cent this year and 3.8 per cent next year.

The growth will be from a relatively low base. "Even though Wales may have fared better than elsewhere during the recession, it has had to come from a long way back," says Mr Graham Hall, lead executive of the Wales chamber. The GDP per head is lower than anywhere except Northern Ireland and wages last year averaged £271 a week, the lowest in Britain.

This is not to minimize the structural change that has taken place. Wales has been transformed from an economy dependent on coal, iron and steel to one in which new industries, especially inward investors, have enabled the manufacturing sector to retain

its domestic base in the US, according to a report from Big Four Deloitte. Some people questioned whether business from home had bought their fox in the past year. Of the 1,000 who took part, 85 per cent said no. Business had been lost to the US. User Requirements Product, which need rather than sell power, has proven the driving force behind the company's SIS Strategic Plan (£17.625m).

Flying high with diesel power

Wales has a wind-powered energy programme. The designers of the first plant, using diesel oil, is now in its second season. The first plant, with a flying time of 10 hours, has a 100kW capacity.

Wind turbines have been installed in the first use of the wind as a form of renewable energy. It produces an equivalent amount of electricity to the 100kW plant.

Designed to run on air

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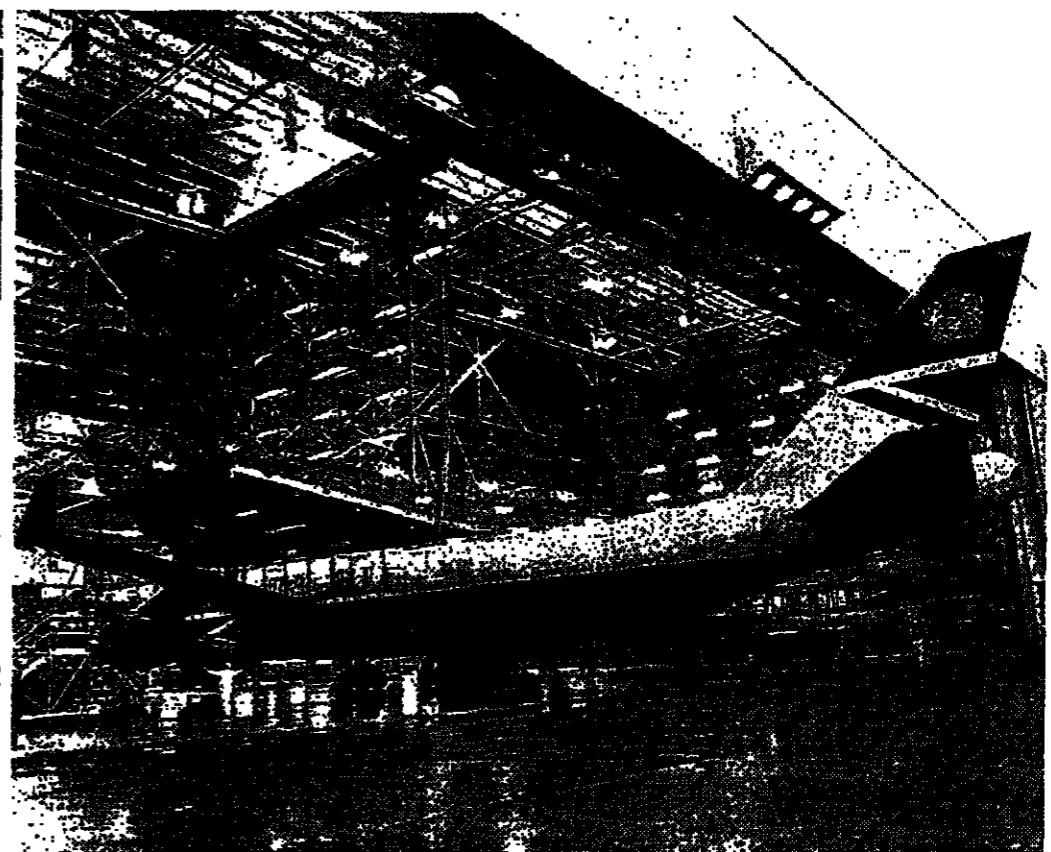
WALES

Friday July 30 1993

Oil and gas finds bring fresh hope for the Chwyd economy: Inside

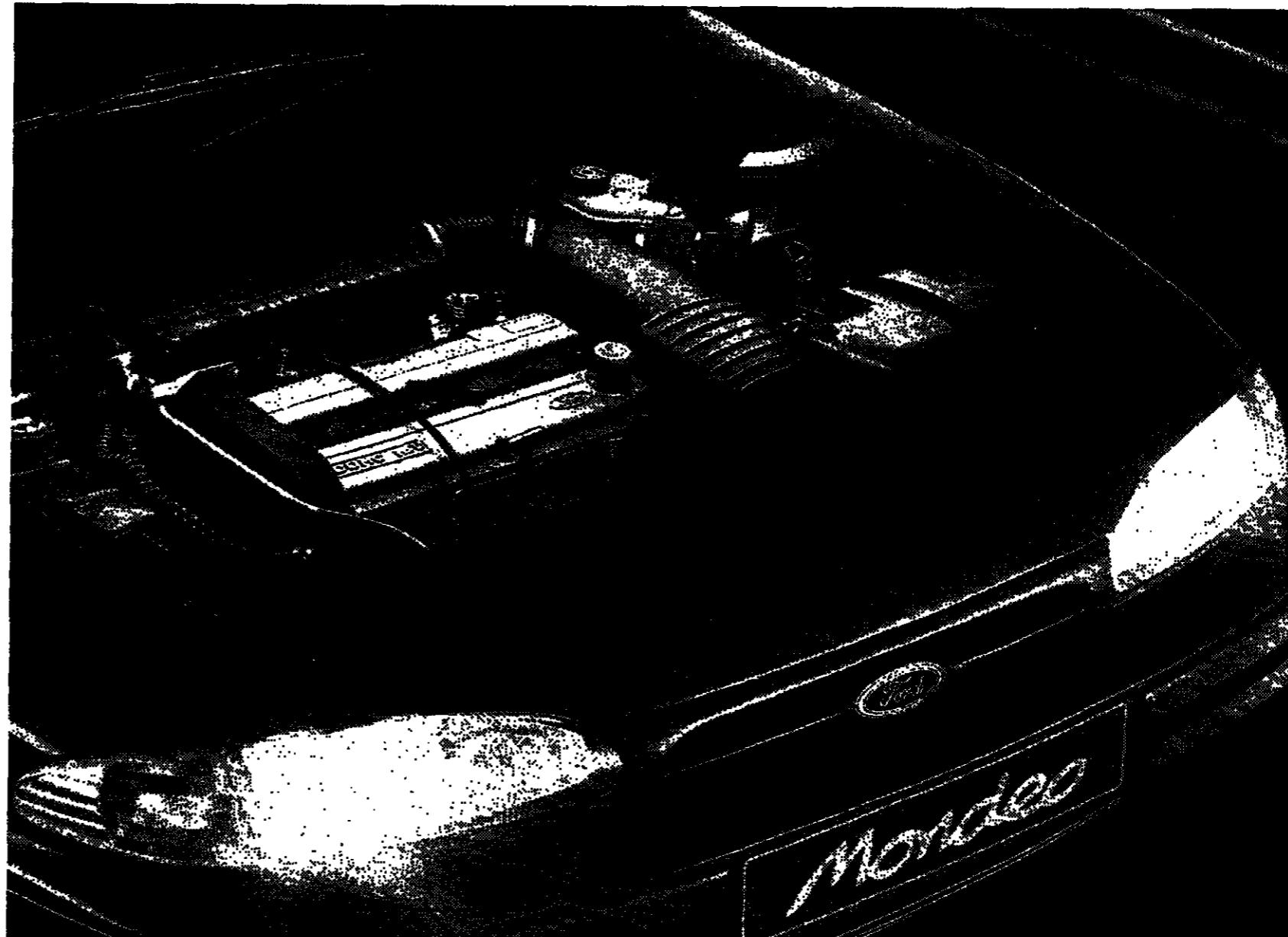


After the transformation: the new face of industrial Wales. British Airways has built the largest aircraft hanger in Europe at Cardiff to service its Boeing 747 Jumbo fleet



Picture: Alan Holland-Ashby

HOW WALES PROVIDES THE INNER STRENGTH FOR FORD.



To produce the new 1.6 and 1.8 engines for the technologically advanced Mondeo, Ford chose its Bridgend plant in Wales.

Why did Ford decide on Wales to provide the "inner strength" to power Ford's new global car? Because Wales has an excellent quality workforce with the precise skills and track record to tackle such a prestigious and exacting task.

Wales' other big advantage is, of course, the support and invaluable assistance of the team at the Welsh Development Agency, whom Ford have known for some years to have a "beauty with inner strength" all of its own.

To get your project moving in Wales put the Welsh advantage to your advantage. Call the team at Welsh Development International on 0222 666862, by fax on 0222 668279 or post this coupon:



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WALES 2

■ REGENERATION

Private sector role is crucial

IN the centre of Merthyr Tydfil stands a large notice. Redevelopment of the shopping heart of the town is being undertaken, the board states, by Chesterfield Properties in conjunction with the borough council assisted by the Welsh Office and an urban grant.

The Merthyr project is only one of more than 30 town-centre schemes being undertaken across Wales. Nearly all of them are partnerships between the public and private sectors. Urban regeneration has become one of the most important parts of the work being undertaken by the Welsh Development Agency, which is quiet in the background of the Merthyr scheme.

"The essential characteristic of the programme is that it should be seen as a joint venture," says Mr David Farnsworth, director of the agency's urban development department. "We are attempting to bring all sides together for the benefit of the areas involved."

A record £30m is being spent this financial year. Mr Farnsworth says, in towns ranging from Holyhead in the north to Barry in the south, from Milford Haven in the west to Caldicot in Gwent and Wrexham in Clwyd in the east.

Some are large at Holyhead, capital investment of £3.31m is being undertaken while Merthyr has been allocated £1.2m. Elsewhere the sums may be relatively small: £150,000 in Pontarddulais to develop the town's proximity to the M4 motorway or £200,000 in Conwy to make part of the centre a pedestrian precinct, improve the flow of traffic through the historic town and improve parking for the thousands of visitors who flock in during the summer.

The urban programme is geared towards investment in those places which have the potential to become growth sectors of the Welsh economy. "We bring together public and private finance to create greater value and enhanced quality of investment," Mr Farnsworth says.

The involvement of the private sector is crucial because this is just as much a partnership as that successfully launched by the agency a couple of years ago to produce more investment in the property sector."

Although there have been urban development schemes undertaken in Wales for some years, a co-ordinated programme did not really get under way until 1990 with the arrival of Mr Farnsworth at the agency's Cardiff headquarters.

In 1990-91 the WDA put just £4.8m into urban regeneration, which was supplemented by £5.5m from the private sector.

This year the agency will pump in £30m which should attract another £60m from the private sector and in 1994-5 the agency's budget is planned to be £5.5m while it expects the private sector to put in £120m.

"Between 1990 and 1995 we expect some £240m of private-sector money to have been levered in the Welsh economy," Mr Farnsworth says.

This spending is not just on new shopping centres or traffic-management schemes.

Landscaping and new infrastructure work is taking place this year in Llanelli; business development projects are being pursued in the Cynon Valley; and tourism facilities are being improved in Holyhead.

There is land reclamation at Barry; dockside redevelopment at Caernarfon; improved car parking at Caerphilly; a new access to a superstore site will be built at Pontypool where there are plans to make the canal more attractive to visitors; and an indoor market and the De Valence pavilion will be redecorated at Tenby.

"Large or small, these are all seen as enhancing the growth potential of their areas," says Mr Farnsworth.

The biggest of the joint-venture schemes is taking place at Swansea, Wales's second city. Swansea has already undertaken a large amount of new

■ PROFILE: Victoria

A community created from the slag heaps

THE Ebbw Fawr valley, on the edge of Ebbw Vale in Gwent, was within living memory a Hades of a steelmaking mill, collieries, slag heaps and railway tracks, crossing a land contaminated with red furnace dust, writes Roland Adberg.

The steelmaking ended in 1978; the collieries closed, and the land was reclaimed, at a cost of £20m, for last year's national garden festival. The festival, the last in a series of five in the UK, attracted 2m visitors and encouraged those who came from outside Wales to realise that the old image of the valleys was outdated.

The big question, though, was what should happen after the festival closed last October. Would the steeply sloped site, with its thousands of planted trees and shrubs, be allowed to decay into an unkempt wilderness?

Instead, the area was planned to have a full "after-use", with the parkland retained and a village named Victoria, with business and industrial units providing local jobs. To achieve this, the Victoria Partnership has been established - a joint venture between the Welsh Development Agency, Blaenau Gwent borough council and Gwent county council.

Today, construction equipment is making access roads, and the first of 500 homes have been completed and sold by Redrow. Meanwhile, gardeners look after the festival's tropical plant house, the lake and 60 acres of ornamental gardens and woodland.

The festival at its peak employed 2,000 people, some of them redundant miners and steelworkers. Long-term, it is hoped there may be about 1,000 jobs created by the shops and business parks.

Victoria is due to be completed by the year 2000, when it should be possible to judge whether a genuine new community has been created out of the slagheaps of the past.

	Wales	UK
Area (sq km)	20,768	242,520
Population (000's)	2,866	57,649
Male population (000's)	1,404	28,132
Female population (000's)	1,462	29,518
Economically active (000's)	1,232	26,048
Population density (per sq km)	138.7	236.7
Age structure (% of total pop.):		
Below 16 years	20.5	20.4
Above pension age	19.0	18.3
Population growth per annum ¹	0.3	0.2
Per 1,000 of the population:		
Live Births	13.2	13.8
Deaths	11.8	11.3
Live Births outside marriage ²	32.3	29.8
Economy:		
GDP (£ billion)	21.3	497.0
Per head:		
GDP (£)	7,385	8,516
Personal disposable income (£)	6,059	7,071
Consumers expenditure (£)	5,755	6,381
Housing:		
Owner occupation (%) ³	72	68
Average new dwelling price (£)	51,100	62,800
Council house sales ⁴	29.1	25.9
Education:		
Education expenditure (£bn)	1.178	21.754
Percentage spent on:		
Nursery & primary education	31.0	29.1
Higher & further education	21.2	18.6
Pupil-teacher ratio primary	22.2	21.9
Pupil-teacher ratio secondary	15.6	16.4
16-year-olds staying on ⁵	71.2	74.9
Health:		
Health expenditure per head (£)	372.8	353.4
Waiting lists ⁶	18.3	8.8
Total HIV infections	302	19,065
Unemployment:		
Unemployed as % of workforce		
All unemployed	10.4	10.7
Male unemployed	14.3	14.4
Female unemployed	5.2	5.7
Unemployed (000's)	132.6	3,000.6

Notes: ¹ 1981-91 annual average population growth. ² Live births outside marriage as a percentage of all births. ³ Owner occupation as a percentage of all dwellings. ⁴ Total sales 1979-91 as a % of stock at end 1991. ⁵ Number of 16-year-olds staying on as % of total 16-year-old population. ⁶ People waiting over a year as % of total Wales and England. ⁷ Unemployment figures not seasonally adjusted. April 1993. Source: Regional Trends 28, 1993. Employment Gazette.

■ Oil and gas strike brings fresh hope for Clwyd economy

Waiting for the bonanza

THE county of Clwyd in North Wales has struck oil - or rather a consortium of Hamilton, Lasme and Monument Oil has struck gas and oil in Liverpool Bay, a few miles off the Clwyd coast. What Clwyd hopes for, long term, is a bonanza.

Most believe it cannot come quickly enough, for some aspects of the local economy are on what Paul Roberts, head of economic development at Clwyd county council, says is a "knife-edge".

Clwyd lost about 10,000 jobs with the closure of much of the Shotton steelworks more than 10 years ago. It was close to clawing most back through growth, but in 1991 lost 1,200 more at United Engineering Steels at Brymbo, near Wrexham.

Meanwhile, continuing recession in world aviation markets means dangling uncertainty for British Aerospace, which employs 800 people on executive jets and 3,000 on airbus wings in the county.

Inward investment brings jobs, but usually not many at a time. For example, when Amcor, a packaging company, recently decided to set up a corrugated cardboard factory in Clwyd, it brought in only a tenth of the jobs lost with the Brymbo steelworks closure.

What Clwyd needed therefore was something to give it a big leap forward and attract clusters of new investment. The newly-discovered oil and gas fields of Liverpool Bay look like providing it.

Indeed, for all the trumpeting of Toyota's decision to locate its engine plant in Clwyd near the now highly efficient strip-processing remnants of Shotton steelworks, Hamilton's discovery is widely expected to prove much more significant.

Toyota will eventually create about 300 jobs - about 100 people have been taken on already - and although this should lead to more among component suppliers, many will not be local. Exploitation of Liverpool Bay looks like offering bigger local prospects.

Gas is to be piped ashore to a terminal at Point of Ayr, on the tip of the Dee estuary. Oil will be removed directly from the field by ship and in the early stages at least will bring no direct benefit to Wales. The gas will involve initial developments costing £1.2bn.

From the terminal, gas will be piped about 15 miles to Connah's Quay, near the Queensferry border with England, there to fire a 1,350 MW, 2500m power station which GEC Alsthom is building for Powergen.

Go-ahead for the entire development came in the spring after more than a year of delays. First, conservationists on both sides of the Dee estuary objected to the terminal, which will be near a nature reserve.

A public inquiry cleared the way for David Hunt, then Welsh Secretary, to approve the terminal in February, but by then the pit closures debate had seen the electricity generators' "dash-for-gas" put on hold, so the power station was stalled.

The first contracts were finally let at the end of May after the project was eventually cleared by government. Work on the £60m terminal has started, with immediate knock-on economic effects.

AOC International has the ACT contract but associated civil engineering works are being done by David McLean Contractors, which is based in the Clwyd town of Flint, creating 700 local jobs immediately.

A total of 3,000 construction jobs are expected overall, with the first gas reaching Wales in 1996. Although the project will leave only 200 permanent jobs, Mr Roberts expects Clwyd to be in position to exploit what should be some attractive industrial infrastructure.

"We hope to attract to the region energy-intensive projects which can take advantage of such abundant supplies of gas and electricity. We think this might give us the basis for building good, long-term jobs."

"In the past we have played the numbers game. We have tried to retain employment as jobs drained away through closures by attempting to attract labour-intensive industries. We

are now developing a base that should prove attractive to companies looking for higher skills, where people will be able to earn higher wages," he adds.

This is critical for male jobs in particular. Clwyd's male unemployment rate is 14.7 per cent - nearly three times worse than for women, currently 5.3 per cent.

Redressing this imbalance would go some way to countering one of Wales's perennial problems - a low gross domestic product per head relative to other parts of Britain. What Clwyd is hoping to get from new high technology industry is better value added in manufacturing, higher wages, and a more widely multi-skilled workforce with better local spending power.

The local professional infrastructure to back this up is developing. Mr Peter Richards, senior partner of Clement Jones & Co, a firm of solicitors based in Holywell, is sure the Liverpool Bay developments will stimulate growth across the board.

A native of Crickhowell in South Wales, he joined the firm in 1973 after university and articles in Liverpool. He

has since expanded it to 14 offices - eight in Clwyd, four in Gwynedd, and two in Cheshire - with more than 100 employees, including six partners.

He claims his is now the biggest commercial law firm in North Wales.

Clwyd as a county is aiming for 25,000 new jobs by the year 2000, split equally between services and manufacturing. It also wants at least 500 export-focused companies by then.

Not all of the old world has been swept away, however. There is one working coalmine left - ironically, at Point of Ayr. It has survived the coal closure review, although with only half its former complement of 470 men.

Clwyd's leaders fought as hard to save it as they did for the gas terminal and power station which, many believed, threatened the pit's doom.

However, the two fights were parallel, not inter-dependent, for the colliery's market is Fiddler's Ferry power station at Widnes on the banks of the Mersey, about 30 miles away.

The old and the new look like co-existing for some time.

Ian Hamilton Fazey

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Hot news info

WALES 3

■ INFRASTRUCTURE

Time-saving benefit for inward investors

Gwynedd, the north-west corner of Wales that is forever Cymru, has a new benefit to offer inward investors - the time taken to travel from the Britannia Bridge across the Menai Straits at Anglesey to the county's local airport.

The airport, which handles 13m passengers a year and runs daily scheduled services to Chicago, Atlanta, Los Angeles and two to New York, is the fastest growing in Europe and is at Manchester.

Mr Brian Rees Jones, the Welsh Development Agency's regional manager for North Wales, this month did the journey twice with an American businessman to prove it was no fluke to accomplish it in an easy 75 minutes.

This is new. The journey was always hindered by a depressing bottleneck across the River Conwy on the border with Clwyd where traffic crawled and queues lengthened each year in the summer.

In 1991, however, a tunnel under the river solved the problem. Apart from two near-completed sections of only a few hundred yards each, it is now motorway or dual carriageway all the way from Bangor to London, Liverpool, Leeds, Manchester or Hull - and the ferries to Europe are less than four hours away.

"Manchester Airport is now our local airport," says Mr Eirwyn Lloyd Evans, director of economic development and planning for Gwynedd County Council. "We only wish they would realise this in Cardiff."

He is referring to the Welsh Office, which frequently stresses the convenience of Cardiff's airport - from where a feeder service flies to Manchester - in its promotional material for Wales in general. Gwynedd is at least four hours away from it.

Completion of the A55 road from Chester to Anglesey has cost about £600m over a couple of decades. Gwynedd has felt an immediate benefit.

In 1991-92, the county attracted 23 projects in terms of inward investment or expansion. It is already certain to equal the figure this year. The comparison with previous years is startling. Mr Jones says the annual average had been stuck at five since the mid-1980s.

The road emphasises what has always been true about North Wales - its infrastructure runs west to east and its regional economic affinities are with north-west England. This is where many of the companies Mr Jones is now courting are based. Others are in the Republic of Ireland and, because of the airport, the US.

"Our greatest asset is now the A55. Linked to that, we have also got our act together to exploit it. The A55 has

opened up this area and focused all our minds on what we want to do," he says.

The WDA, county council and Targed - the training and enterprise council for the area - are developing a strategy aimed particularly at sectors such as food and drink, health care, broadcasting and the media.

Mr Huw Vaughan Thomas, the county's chief executive, has forged particularly close links with Targed, to help ensure that training delivers the sort of multi-skilling that will provide the right sort of adaptable, flexible workforce.

He has culture on his side:

two-thirds of the 240,000 population are fluent Welsh speakers who, by tradition, have always valued education. Mr Thomas says Gwynedd has more than half of Wales's A-level passes in information technology.

"We need more professional

Stena Sealink is beefing up its Dublin-Holyhead services with new high-speed ferries that will cut journey times by 100 minutes

and technological activities to retain more young people in Gwynedd," he says. Too many still migrate elsewhere in Britain for work. He says unemployment rates of about 12 per cent remain his biggest problem, especially since they rise to 20 per cent in parts of Anglesey and, in winter, in the Llyn peninsula.

Recent inward investors such as Thistie Trading, however, are very happy with what they have already. Thistie employs 70 near Bangor, making sweat-shirts, t-shirts and boxer shorts for Marks and Spencer and will soon be taking on 36 more.

The project is an expansion by Abbey Textiles of Nuneaton. Mr David Readorn, Abbey's managing director, says availability of labour, plus a £15,000 training grant from Targed, made him choose Gwynedd rather than Derbyshire, the Black Country or South Wales.

Mr Maurice Reynolds, an Irishman, who is managing director and co-owner of McInnes Reynolds, Anglesey's abbatoir, is particularly pleased with the infrastructure. His is the only EC-approved slaughterhouse in North Wales. The A55 now ensures easier journeys in and out.

He has exploited this by selling genuine Welsh lamb - guaranteed so by being both reared and killed in Wales - to Asda in particular. The company has invested £350,000 recently and has £2.5m set

aside for more improvements. It can process as many as 20,000 sheep a week and 1,500 cattle.

The link to the airport is proving particularly valuable to Austin Taylor Communications which makes cable installation equipment and telephone connection components opposite the old Penrhyn slate quarry at Bethesda.

The company, which was one of North Wales's first inward investments in 1947, nearly founders recently after diversifying into switchboard equipment and coming unstuck against the giants of the industry. It is now part of Communications Systems of Minneapolis.

Mr John Hudson, the managing director, uses Manchester's Chicago service regularly, as do his US colleagues. The company is coming back strongly in niche markets, employing 130 and exporting 30 per cent of its sales, which are at £5m a year and growing.

Meanwhile, infrastructure improvements are begetting others. Stena Sealink is beefing up its Dublin-Holyhead services with new high-speed ferries that will cut journey times by 100 minutes to less than two hours, so as to exploit the A55.

Mr Thomas says tributary roads will soon open up the Llyn peninsula, and he wants improvements to Holyhead town centre - and its road to the Britannia Bridge made a dual carriageway - to prevent bottlenecks on Anglesey.

Tourism is also being boosted, with ease of access encouraging more day-tripping from Ireland as well as north-west England.

Even the by-passed town of Conwy is doing better. People now go there to visit its impressive castle and quaint quayside, not for a traffic-jammed ordeal.

The local barometer is a tourist attraction on the quayside which claims to be the smallest house in Britain - it is 72 inches wide, 100 inches deep and 122 inches high; people queue to go in one at a time and mount the stairs to view the tiny bedroom.

Ms Margaret Williams, an author and journalist who inherited the house from her father, says trade was 25 per cent up last year and is performing well this summer.

Bers is not the only traditional Gwynedd business to be doing well out of the county's history. Alfred McAlpine's Penrhyn slate quarry recently had a repeat order it is particularly proud of: it was from Harvard University, which wanted to match the last slate it ordered from Bethesda 150 years ago.

Ian Hamilton Fazey

■ INDUSTRY

High tech has replaced the smoke stacks

Pen Brothers is building a gas and oil plant at Point of Ayr in Clwyd. Euro/DPC is making medical diagnostic products at Llanberis in the shadow of Snowdon. And Toyota has an engine plant at Shotton.

"The £100m investment was new; the product was new, the end markets were new. For the German company, motor equipment is the most important part of its £5bn business and it had decided to locate its most advanced factory in a country that was once best known for its heavy industries - coal, steel, engineering, chemicals and metals."

"We chose Wales," says Dr Kurt Liedtke, managing director of the company's British arm, "because the site was close to the M4 motorway, the ports of Cardiff and Southampton and because we wanted to be close to the new motor manufacturers such as Nissan, Toyota and Honda which have set up in the UK."

"South Wales has a history of industrial excellence and Bosch knew its employees would have the necessary technical skills which could then be further developed through re-training programmes."

If Bosch is a leading example of the new industrial Wales it is far from being the only one. Almost across the road from its plant, British Airways has built the largest hanger in Europe to service its Boeing 747 Jumbo fleet. Electronics, motor parts, food processing, pharmaceuticals and biotechnology abound. High technology has replaced the smoke stack industries of the past.

In case it be thought that the new Wales is only based in the south, the little town of Newton, in mid-Wales, is home to Control Techniques, one of the fastest-growing producers of variable-drive motors. Hamil-

ton worked underground for 27.3

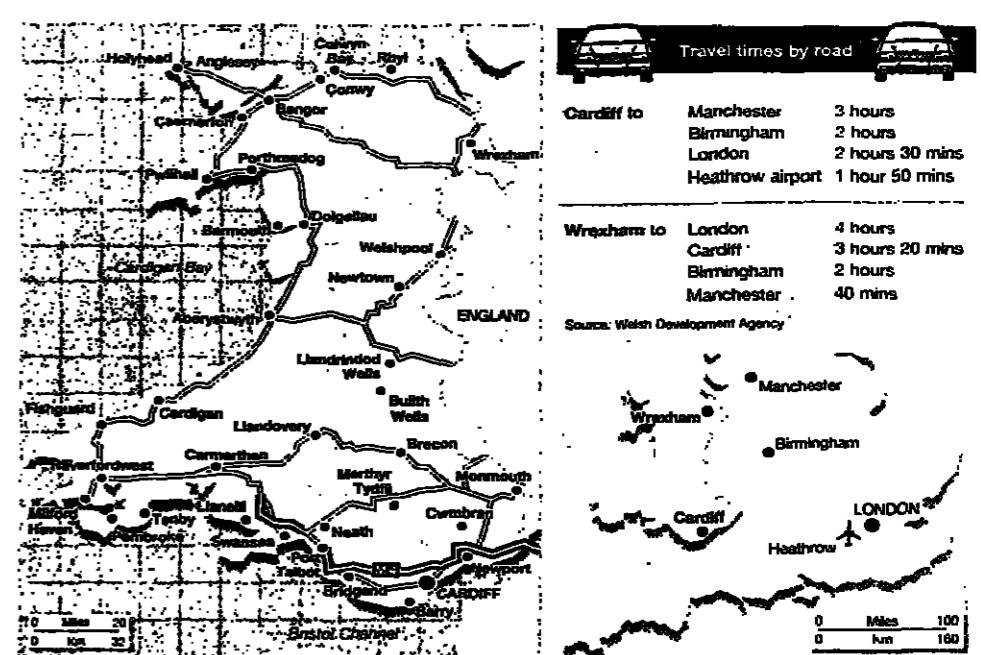
per cent of Welsh gross domestic product whereas the UK figure is only 22.4 per cent.

"Success in attracting big

export-oriented means such as Sony and Panasonic means Wales is increasingly integrated into the European and world economy."

Today, more than 25,000 people

work in electronics, a fig-



ment much of it from overseas but a large amount from elsewhere in the UK. "Attracting new investment in Wales, environmental improvements and helping small and medium-sized companies to grow will continue to be our key priority," says Mr Phil Head, chief executive of the Welsh Development Agency.

Dr Gwyn Jones, until June chairman of the WDA, adds that in the five years of his chairmanship "the agency has more than doubled the rate of inward investment projects and tripled the associated capital investment. Wales is now seen as the leading UK region for winning inward investment and we are much feared by our European competitors."

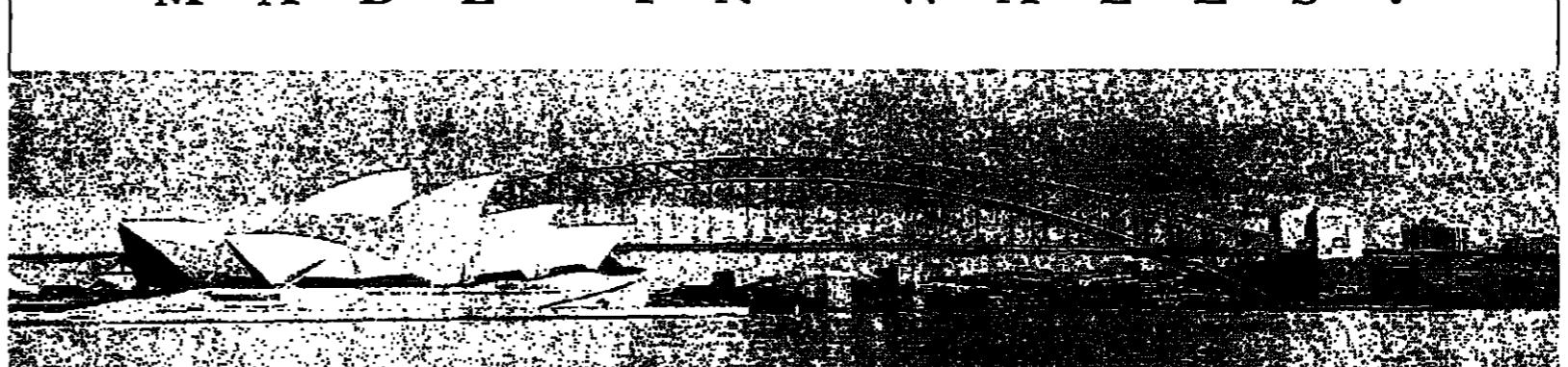
Two academics at the Cardiff Business School, Mr Stephen Hill and Ms Julie Keegan, have pointed to a "Welsh manufacturing renaissance" showing how the long-term decline in industry has been reversed in Wales. In a paper, *Made in Wales*, written for the CBI, they state that "Wales started the 1980s with relatively low levels of manufacturing output and with manufacturing making a lower-than-average UK contribution to regional GDP."

"By the end of the decade some 14,600 where once there were more than 85,000. But its production lines at Newport and Port Talbot are among the most efficient and most profitable in Europe, while the coated-steel plant at Shotton is a market leader."

That renaissance has been stimulated to a great extent by the arrival of inward invest-

ment

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WALES 4

Every rural area in Europe has had to come to terms with big changes to the structure of agriculture and the serious impact this has had on jobs and income levels. The signs are that rural Wales is beginning to cope better than most.

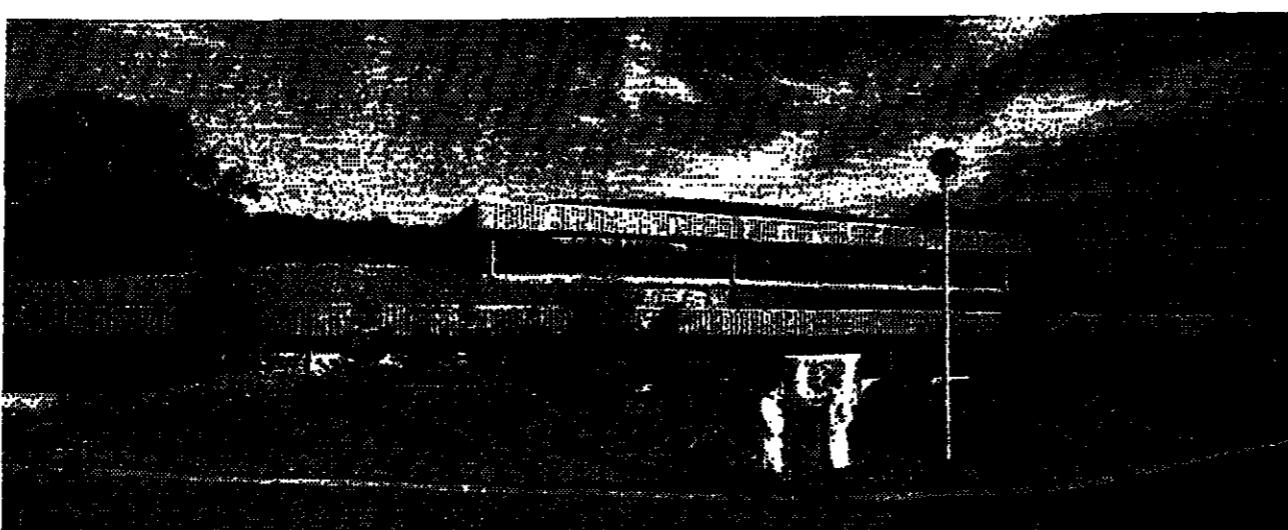
There has recently been a slow but steady expansion of population in the region - which stretches from Snowdonia, in the north, the Brecon Beacons, in the south, and from the coast of Cardigan Bay to the English border - following a century of decline in agricultural employment.

In the past decade, population has grown by 7.5 per cent compared with 2.4 per cent for Wales as a whole, although the exodus of young people is still a big worry.

The attractions of the rural heartland of Wales, which covers 40 per cent of the principality's land area, include low commercial rents and housing costs, a high quality of life, a good workforce and financial assistance and business advice from the Development Board for Rural Wales (DBRW), established by the government in 1977 to tackle the problems of depopulation.

The area's big drawback is the widespread perception of remoteness and isolation, even though this has been alleviated by recent improvements in road, rail and telecommunications links, plus the assumption that industrial activity is inappropriate so far from big population centres.

Nonetheless, progress has been impressive. In the 12-month period ending in March this year, private sector companies announced more than 100 investment projects worth a total of £25.7m, supporting



Projects announced recently include an £11.5m expansion programme by Control Techniques, a leading producer of electronic drives, at Newtown

■ How rural areas are coping with change

Telecottaging as a way of life

1,300 jobs. These capital programmes were stimulated by a record level of £3.6m of financial assistance from the DBRW.

The level of investment by business looks set to continue in 1993-94. In the first quarter of the current financial year, approval has been given for grant assistance of £1.1m for 24 private sector projects, stimulating investment of more than £7.3m and producing 450 jobs.

Mr Glyn Davies, chairman of the DBRW, says: "We have managed to achieve record-breaking investment during very lean years."

"We believe even greater prosperity will be created in the years ahead."

Another indication of the expansion of the economy for

rural Wales, with its widening manufacturing base, is the decision of the board this year to construct only prelets and bespoke premises rather than advance factories.

"We need to raise the quality of employment and all our current and planned construction is for companies which meet these wider objectives. There will be no speculative building at all," Mr Davies says.

Projects announced in recent months include an £8.5m expansion programme by Control Techniques, a leading producer of electronic drives and controls, at Newtown, the completion of the new European headquarters of Fisher Gauge, Canadian-owned specialist engineers, at Welshpool, and

the construction of a high-specification factory for Laibach, a subsidiary of Aerospace Engineering at Presteigne.

Mid-Wales companies have developed so successfully that 85 per cent of the DBRW's financial assistance in the past year has gone to locally-established businesses - "a healthy sign for long-term rural prosperity," says Mr Davies.

Nevertheless, attracting inward investment remains an important part of the board's work. In the past year, one in three of all new projects going to Wales from the rest of the UK has decided to locate in rural Wales.

This trend should be continued through the current development of eight small, attractively-located business parks, including ones near Snowdonia, Cardigan, Welshpool and Brecon.

Predictably, because of ease of access and better communications, progress has been greater in the east of the region than in the far west, and added emphasis is now being placed on attracting more jobs to Cardiganshire and Merioneth, where agriculture has been particularly dominant.

Farm diversification projects have received help and advice and the DBRW is seeking to develop a variety of locally-based activities, either divorced from agriculture or giving added value to agricultural products.

Many small-scale industrial, high-tech and advisory activities can be placed in rural areas, providing more varied employment opportunities and helping to retain a working

population across a full range of age and ability.

A potentially-important provider of employment is telecottaging, which offers training and equipment to enable people to work in or close to their rural base.

In essence, a telecottage is a workplace and trading centre in a village, filled with computer and communications equipment that can be used by local people, businesses and community groups.

As well as providing low-cost training in high-tech equipment, the telecottage offers electronic office services to small businesses and teleworkers, including accounting, spread-sheets, desk-top publishing, electronic mail, fax and photo-copiers.

Mr David Rowland, chairman of Telecottages Wales and an organiser of a telecottage at Llangedwyn, an old mill complex on the borders of Powys and Clwyd, believes the potential for local rural employment is considerable, particularly when proper quality standards are set, so that employers have confidence in the system.

"The cost of work here must be a twentieth of what it would be in a big city," he says.

Mr Davies does not regard telecottaging as a significant factor in boosting local employment yet, but he believes this will change.

The benefits of telecottaging are going to come in the longer term by ensuring that the rural population, particularly the young, have complete familiarity with new technology," he says.

Richard Evans

Useful addresses

- Confederation of British Industry, Wales, Pearl House, Greyfriars Road, Cardiff CF1 3JR (tel 0222 232535).
- Development Board for Rural Wales, Ladywell House, Newtown, Montgomeryshire SY16 1JB (0896 626965).
- Institute of Welsh Affairs, Aberconway Building, Colun Drive, Cardiff CF1 3EU (0222 377345).
- Wales Chamber of Commerce and Industry, 101-108 The Exchange, Mount Stuart Square, Cardiff CF1 8RD (0222 431648).
- Wales Tourist Board, Brunel House, 2 Fitzalan Road, Cardiff CF2 1UY (0222 439909).
- Welsh Development Agency, Pearl House, Greyfriars Road, Cardiff CF1 3XK (0222 222666).
- Welsh Office, Cathays Park, Cardiff CF1 3NQ (0222 825177).

■ FOOD AND DRINK

Red dragon campaign is gathering pace

THE red dragon of Wales, long familiar at Cardiff Arms Park and other sporting venues, is being seen increasingly in shops and supermarkets as the campaign to promote Welsh food and drink gathers pace.

There are more than 40 organisations with varying degrees of responsibility for the development or promotion of Welsh foods and the scale of the fragmentation was a big factor in the creation of the government-backed Welsh Food Promotions company two years ago to act as an umbrella organisation.

"Our chief aim is to put Welsh food on the UK, European and international map by developing and co-ordinating all food-related activities," says Mr Peter Budd, chief executive.

"What we are trying to do is create a Welsh food brand so that when people see the Red Dragon they equate it with a quality product."

The company, funded by the Welsh Development Agency, Wales Tourist Board and the Development Board for Rural Wales has a brief that spans the entire industry from the farmer and primary producer through processing, marketing, retailing or catering to the table.

One of the first actions was to develop a brand image in the form of the dragon logo. Its use is being tested at displays of Welsh food so that it can develop into a widely-recognised symbol of quality.

Until recently, Wales had a reputation as something of a culinary desert, with recognition limited to lamb, leeks and laver bread. There is now a growing number of international-class restaurants and a lengthy list of specialist-quality products such as cheeses, mineral waters, confectionery and even wines.

The challenge remains to get them better used within Wales, particularly at catering establishments, and better known outside Wales, in the rest of the UK and internationally. Hence the growing list of promotions and exhibitions.

Wales, more than other parts of the UK, is typified by the large number of tiny producers throughout the food sector. Many are too small to market their products effectively in a retail environment dominated by supermarkets.

The next big move is likely to be the launch of a retail shop for Welsh food products in Cardiff. Test-marketing is under way and the shop could be open later this year.

Although there has been an emphasis on finding new products to promote, great progress has been made in marketing one of the country's traditional products, lamb. As Mr Budd says: "We are very good in Wales at producing grass and this means we produce the best lamb."

Seven years ago, exports of

new factory, due to be commissioned next year, will process local lamb into a range of oven-ready products for the UK retail trade thus opening up substantial new markets at home.

Other important niche markets being increasingly exploited because of the high added-value are spring water, speciality cheeses, organic vegetables and even Welsh wine and whisky.

There are at least 15 Welsh bottled-water producers jostling in a competitive but growing market, including Ty Nant in its distinctive blue bottle, Prysor, Decantae and Brecon Beacons water.

A dedicated handful of wine-makers across south and east Wales grow grapes in fickle weather conditions but only one, Llanerch vineyard in the Vale of Glamorgan, makes its own wine on the premises.

Peter and Diana Andrews, formerly pharmacists, produce more than 10,000 bottles of Cardiff wine a year. Half is sold through the farm shop and the other half to restaurants, hotels and for hospitality and corporate events.

There are a large number of cheese producers, many of whom make small quantities of high-quality produce such as farmhouse Caerphilly, Pencarreg and Llanboidy. However, individual marketing has led to limited success beyond the borders of Wales because of the high cost.

Mr Tony Craske, founder of Abergavenny Fine Foods which makes a number of specialist cheeses, believes there is a value in promoting Welsh food as a brand.

"It can raise people's perception of Welsh produce, particularly in the media, but ultimately we all stand or fall on the quality of our individual products."

Richard Evans

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EDUCATION AND TRAINING

This vicious circle must be broken

POTENTIALLY, Wales in the year 2010 could be one of the most prosperous regions in Europe, but the greatest single threat to achieving that would be the marginalisation of Wales within a marginalised UK.

That was the conclusion of a project group of the Institute of Welsh Affairs in its report *Wales 2010: Creating our Future*, published in May.

Unless Wales prepared for the transformation in Europe of patterns of employment, there would be little available other than the type of low-skilled activity associated with

the third world.

"Wales' competitiveness will depend increasingly on the quality of the people who work here," the report said, stressing that education and training were crucially important to achieving the *Wales 2010* vision.

The report by the institute, which promotes research on policy issues affecting all aspects of Welsh life, added: "Wales needs to break out of the vicious circle: low achievement by too many of its schoolchildren, leading to low level skills, leading to lower skill jobs being available, leading to

reduced incentive to train... It emphasised that far higher priority should be given to developing the skills of those already at work.

While the UK workforce in general lacks skills compared with other European countries, it is a particular problem in Wales because so many of the skills that do exist from the coal, iron and steel industries are in less demand or have been made redundant.

Sir Wyn Roberts, minister for Wales, has said there needs to be a big increase in skills levels to compete with other countries. "The success we have had in inward investment, and the performance of both new and indigenous businesses, has shown the value of having a flexible and adaptable workforce," he said.

"It has also underlined the need for us to increase the supply of skills in order to widen the economic base and develop a higher value-added economy."

Both male and female economic activity rates in Wales are the lowest in Britain, but those for women are increasing while those for men are falling. In 1991, only 61 per cent of the adult Welsh male population was seeking or in work, while for women the figure had risen to some two-thirds.

In terms of people rather than percentages, it means that since 1979 there are 140,000 fewer full-time male employees, compared with 5,000 fewer female. Significantly, there are 54,000 more part-time women workers.

A variety of initiatives is under way to raise the qualifications and skills of the workforce. One of the most imaginative is that of the Opportunity Shops being opened by Mid-Glamorgan training and enterprise council to advise people on educational and training opportunities.

Five have now been opened this year, and a sixth is imminent, with a total of nearly £1m to be invested in each of their first three years. The concept, says Mr Allen Williams, the TEC's chief executive, "is to spread the message of training as widely as possible to all individuals in Mid-Glamorgan, with the slogan of bringing learning into the high street and putting it on the shopping agenda."

In the first eight weeks, the Bridgend shop alone has handled more than 550 inquiries.

An important factor in raising skills is the role of colleges, and Mr Williams says the seven colleges with which the TEC has training contracts have become much more vocationally aware and are developing strong links with industry.

In another initiative, Welsh Tec in collaboration with the University of Wales, Aberystwyth, has launched this year the Wales Information Network, a database to allow employers to access training information on their own computer systems.

Mr David Rowe-Beddoe, the new chairman of the Welsh Development Agency, has made it clear that he regards as vital not just the creation of jobs, but of quality jobs. That requires employers to recognise the value of training and Mr Williams is not encouraged.

"Employers' attitude to training is downright poor, particularly as we are going through a recession which puts it at the bottom of their list," he says.

"We have considerable difficulty in persuading them that investing in people is as important as investing in plant."

That has to change if the Wales 2010 vision of a flourishing Wales, at the forefront of European regions, is not to prove a mirage.

This is in line with the board's new five-year strategy, launched earlier this summer. The strategy report wants

Roland Adburgham

Boost for women's role in the workforce

A SURVEY of more than 300 companies in Dyfed, Powys, Gwynedd and Clwyd found that while a third had seen an increase in the proportion of women employed over the past five years, only one in five had seen an increase in women in senior management, writes Roland Adburgham.

The survey was carried out for Chwarae Teg/Fair Play, a pioneering consortium led by the public sector, which is designed to improve women's position in the workforce.

Researchers interviewed 865 women in the four counties and found that almost a third felt they had no skills and only 15 per cent had received any advice on training.

Chwarae Teg, which after a pilot project in south Wales last year was extended this year to include Dyfed and

north and mid Wales, also interviewed training organisations. It found that lack of childcare often prevented women who wanted to take up training from doing so.

This month, Chwarae Teg urged the Welsh Office to support an "under fives" childcare initiative to provide 5,000 new places to help women return to the labour market.

The kind of initiative encouraged by Chwarae Teg is that at Dewhurst Ladieswear which employs nearly 600 people, mostly women, at Cardigan and Lampeter. Infants come to work with their mothers and are then taken by bus to a nursery, "Kidz Children's Services". They are bussed back to the factories at the end of the working day. The nursery places are heavily subsidised by Dewhurst.

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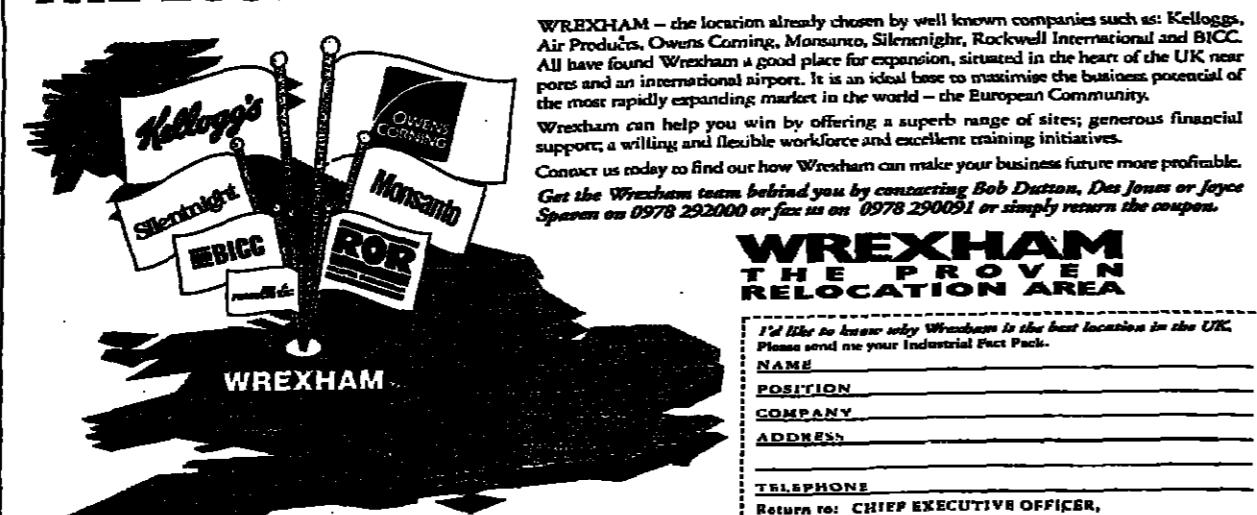
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ON A Saturday in mid-July, the streets of Tenby in south Pembrokeshire, one of the Britain's more charming seaside towns, are bustling with people.

The colour-washed regency houses on the cliff tops look down onto the beach where the sands are speckled with holidaymakers enjoying the afternoon sun. Some are even swimming. In the evening the Mews bistro, serving "home-cured sushi-style Telli salmon," is packed with customers.

Yet there is no lack of "vacancy" signs in the guest houses and the apparent well-being disguises high local unemployment. Tenby is a small town, of only 5,000 permanent residents, but, with its neighbour Saundersfoot, has the largest concentration of hotel and guest house rooms in Wales after Llandudno on the north coast.

The importance of tourism to Tenby in particular, and Wales in general, is shown by the fact that, despite the recession, which has restrained the number of holidaymakers, those employed in the Welsh industry rose from 72,000 in 1982 to over 79,000 in 1991, more than 8 per cent of the total workforce. But the issue now is: what type of tourism is wanted, given that the "bucket and spade" brigade, as at Tenby, is the most easily lured by foreign sun?

Last year's national garden

TOURISM

Essential part of economy



Tawe Barrage Lock on the Tawe Estuary, Swansea: the status of Welsh tourism is changing

Picture: Ted Gifford

Wales to attract more independent and business visitors. People taking second and short-break holidays and, especially, overseas visitors. It believes that the number of the latter can increase by 7 per cent a year, a much higher rate than for British visitors.

The report recognises that the non-Welsh can have a poor perception of Wales as a holiday destination - "We have a very good image with existing regular visitors, who are very loyal," says Mr Loveluck. "But the image is not good with people who have not been or who came many years ago. They may have found that there were not satisfactory facilities, or sometimes the welcome was indifferent."

One scheme to counter this is a staff training course called

Welcome Host. "It's frustrating," says Mr Loveluck, "that there can be an automatic assumption that someone on a factory line is more highly skilled and has more status than a waiter."

But the status of tourism is changing: "Four years ago we had no university department in Wales concerned with tourism," says Mr Loveluck.

Restaurants are one type of business that can apply for project aid from the WTB, and aid is the catalyst for well-managed tourist development.

Between 1987 and 1991, no less than £25m of European regional development fund money has been allocated to tourism projects in Dyfed (which includes Pembrokeshire, Gwynedd and Powys alone).

There are now such finds as Jemima's near Haverfordwest, a tiny restaurant where one can have elderflower spritzers, home made bread and home

capacity in Wales, upgrading hotels and guest houses, and for encouraging farm holidays and activity centres. Since 1988, the board has channelled \$18.7m in financial assistance to 1,256 projects, which it calculates stimulated an overall investment of £142m.

In one project, the Pembrokeshire national park authority, in partnership with other bodies, has worked on a film scheme to restore Tenby's historic frontages. A recent initiative has been the West Wales Task Force, launched last year by the Welsh Office to alleviate the impact on employment of the rundown of RAF Brize Norton and the naval base at Trecwn near Fishguard.

So far, the task force has helped 76 projects since it started, with £1.42m of grant. Its biggest single grant is £115,000 towards the upgrading to "the luxe" standard of the Atlantic Hotel on Tenby's esplanade.

Last year, a grant by the Countryside Council for Wales helped the Royal Society for the Protection of Birds to buy Ramsey Island, off St David's Head. The RSPB restricts landing to 40 people a day to minimise disturbance to the cloughs, guillemots, kittiwakes, and the largest colony of Atlantic grey seals in southern Britain.

There is a moral there for Wales as a whole: tourism is an essential part of its economy, but it must not be at the expense of the environment, which is its greatest asset.

Roland Adburgham



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MANAGEMENT

A revised flight plan

BA's new plant, opening today, has a Japanese feel, reports Daniel Green

At a bleak airport overlooking the Bristol Channel, British Airways is launching an adventurous attempt to transfer Japanese ideas on the management of manufacturing to a maintenance operation.

The airline has built a £70m maintenance hangar on a greenfield site at Cardiff airport in south Wales.

Officially opened today, British Airways Maintenance Cardiff (BMAC) is devoted to looking after Boeing 747 aircraft, BA's most important model which flies on money-spinning, long-haul routes.

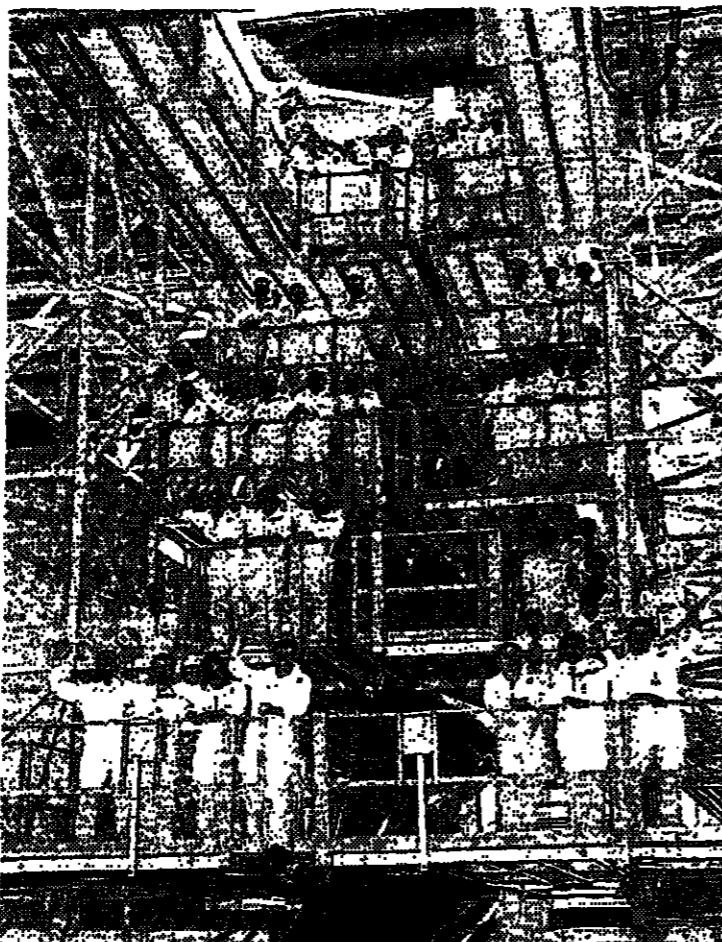
The project was earmarked from the start as a testbed for management ideas that might be extended to other parts of the company.

"We set out quite deliberately to emulate the other greenfield sites: to go back to basics and structure the working relations and the shop floor ideally," says Allstar Cumming, chairman of BMAC, BA's director of engineering and a member of its executive board of management.

South Wales seemed suitable because the local population is familiar with the Japanese management style in local factories owned by Sony, Hitachi and Panasonic.

The results of the strategy are a striking piece of architecture in which offices and hangars are naturally lit, and a long list of management ideas under test. The schemes new to BA include:

- Breaking down demarcations between mechanics, engineers and avionics experts as far as skills permit. The idea is encourage staff to be able to do each other's jobs as much as possible. Training programmes are designed to break down barriers further.
- Ensuring that all staff, from receptionists to managing director,



Japan comes to Wales: BA's management style will resemble Japanese practices

spend at least one day in every quarter on the hangar floor working on aircraft.

- Creating a single union agreement with the AEEU, the general engineering union, outside BA's

existing multi-union arrangements; the wage bill is more than 20 per cent lower than it would have been at London's Heathrow airport for similarly qualified staff.

- Subcontracting all non-core

work such as security, catering, plant maintenance and cleaning.

- Describing staff as "company members" not "employees".

- Insisting that all staff, including executives, clock in and wear identical white boiler suits.

- Equipping all grades of office with identical furniture.

- Building a single canteen for all staff and eliminating reserved car parking spaces.

The company has also tried to instil a culture of cleanliness: office cleaners work during the day rather than when staff have gone home. All tools are "shadowboxed", that is, a cardboard cutout is uncovered when a tool is taken from its storage box. This reduces the risk that a tool might be stolen or left inside an aircraft.

BMAC was careful in who it chose to work at the plant. It was wary of mechanics accustomed to sloppy work in local car repair garages and wanted people who already had a flexible approach to their work, says Alan McDonald, general manager. Half the 340 staff recruited so far have never worked on aircraft and only 31 came from elsewhere in BA.

Staff numbers will eventually rise to about 1,000, to cope with BA's new 747s which otherwise would have been maintained by subcontractors, probably in East Asia.

The test of whether BMAC can compete with these rivals will come when the third and final 747 maintenance bay opens in a year's time. BA does not need the extra space and BMAC will try to sell its services to other airlines. But by then the low-cost base strategy will have advanced another notch. Today, only one in five employees is in support and administration. Next year it will be one in six.

His most dramatic European import, a few months before he became chief executive last autumn, was José Ignacio López de Arriortua, who had slashed Opel's costs and boosted its quality by revolutionising relations with its suppliers.

What followed is fast becoming the stuff of legend - or nightmare, depending on your point of view. López stayed less than a year, and then decamped for Volkswagen.

GM's ire at this, which waxed still further this week as extreme allegations flew between it and VW, is not just over his alleged stealing of its secret plans. It is also because, in a more general sense, he embodies much of the Opel learning that the parent company still needs so badly.

By contrast, one might expect Ford's internal difficulties with transatlantic learning to seem anodyne. But they have had their own share of intrigue, and are also more instructive for other companies with similar problems.

For one thing, the necessary

CHRISTOPHER LORENZ 'Turf warfare' among the tourists



ONE of the prime competitive advantages of multinational companies over regional or local rivals is supposed to be the ability to transfer knowledge and experience between their operations across the globe. Yet far too many of them are singularly inept at this "business school academics call it".

Take General Motors and Ford.

In the 1980s GM's European operations were transformed under Opel's leadership from laggard into thriving powerhouse. Yet back home in Detroit things went from bad to worse, and then awful. The parent company was stubbornly resistant to any form of change, but especially to the notion that it had anything to learn from an upstart upstart several thousand miles away.

Only when GM had slumped almost to its knees a couple of years ago was Jack Smith, an American who had run the European operation some years before, finally able to start importing some lessons from there.

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For one thing, the necessary

flow of learning should have been far easier than at GM, since it was in a more acceptable direction for the newly-revitalised Ford US: from itself to its ailing European offspring. For another, Ford tried far harder than GM to achieve the flow.

A key facet of its problem, the incessant turnover of top managers at Ford of Europe and the consequent lack of a consistent push for change, is revealed in vivid inside detail for the first time in a discussion paper by Kenneth Starkey, reader in organisational analysis at the University of Nottingham's school of management and finance.

Borrowing a phrase from many European cynics within Ford of Europe, Starkey calls the phenomenon "executive tourism": the constant recycling of senior American

den, the vice-president of manufacturing. Hayden represented Ford's old obsession with cost, efficiency and control. And he resisted "programme management" - the vital bridging of design, engineering, production and other specialist departments - until the late 1980s, when his change of heart gave it a very belated boost.

Starkey's account of all this is replete with remarkable quotations from Ford managers at all levels. One of them complains that the European executive committee travelled around "as a cloistered group", and that "they never meet plant managers - they're like high-level tourists".

Hayden groans about top managers constantly winging their way over from the US and back again. "When they arrived I'd usually go and introduce myself," he says. "But with time - it would register that a new guy had arrived but I didn't bother going down the corridor to knock on his door. The business went on as before, new chairman or not."

A further factor also put a brake on change in Ford of Europe: that for much of the 1980s its profits kept its parent afloat. "The pressure was to keep producing profit, and keep doing the job that you're doing," says one manager.

So although various US change initiatives were exported to Europe, and adapted for local consumption, advocacy of them was not nearly as strong. The result is that Ford's European arm is in far worse shape today than its parent. At GM, where the boot is manifestly on the other foot, executives attribute much of its European success to a similar combination of top-level stability and championship of change as at Ford US. As Starkey argues, if top teams want to avoid "groupthink", they must encourage constructive dissent within their organisations, rather than the all-too-common practice of "turf warfare".

Smith and López clearly thrived on that "constructive dissent", and GM was feeling the benefit mightily. Which is partly why the Detroit giant feels it has lost so much by López's defection, and such a bitter form of turf warfare has erupted with VW.

Burying the office in paperwork

A new month approaches and wads of computer print-outs from the personnel department are hitting managers' desks throughout the UK.

With the spread of computerised personnel systems, which are often linked to payroll systems, the potential for collecting, storing and disseminating information on employees is vast. Apart from basic data on staff numbers and how much they cost, information may also be stored on training and productivity.

The problem is that many personnel departments appear to be churning out reports and sending them to managers with little or no consulta-

tion. A new study by the University of Sussex-based Institute of Manpower Studies finds that managers either throw away the reports, or have to wade through reams of irrelevant material before alighting on the figures they need.

In a survey of 200 managers conducted by IMS, nearly a third of managers were either very dissatisfied

or dissatisfied with the type of information they received from the personnel department. Best provided were data on staff numbers and their pay and benefits; the provision of data on productivity, absence and skill levels were all identified as needing improvement. A recurring theme in the report is lack of communication between

those producing and receiving information. IMS found that the personnel systems managers it interviewed for the study were focused almost entirely on "the system". Most were planning to incorporate more data and some were thinking of a new system. Not many mentioned more communication with managers as a future priority.

Diane Summers

*The Information Gap: a human resources management view by Iris Morgan. IMS report 246, 1993. Available from BEBC Ltd, PO Box 1296, Parkstone, Poole, Dorset BH12 3YD. Tel: 0202 715555. Price £30.

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ARTS

Bayreuth Festival / Max Loppert

Mixed feelings for Wagner as showbiz

The first three offerings of this year's Bayreuth Festival comprise, among other things, a brisk and varied tour of current Wagner production styles. The new *Tristan und Isolde* (which I described on this page earlier in the week) is staged as a response to In most ways a costly questioning, distancing, even dislocated one – to test quite as much as music by a modern German theatre intellectual, the noted playwright Heiner Müller. *Tannhäuser* followed, in a revival of Wolfgang Wagner's own briskly efficient but essentially ugly and insubstantial show, a dim, ossified late-1980s reminiscence of the work he and (far more importantly) his brother Wieland were doing here two

and three decades earlier.

And then the revival of *Der fliegende Holländer*, produced by Dieter Dorn. This purveys the brand of zany 1990s theatrical legerdemain that we have learned (tentatively) to call postmodern: all flat planes, bright colour-contrasts, sleight-of-hand breaches of conventional proscenium-arch decorum, mobile parts sailing insouciantly around the stage space, and in general an air of "naïve", film-influenced theatricality that creates new modes of Wagner spectacle, entertainment and

story-telling. I was put in mind by this *Fliegende Holländer* of the (sadly aborted) recent Scottish Opera Ring, produced by Richard Jones. The difference – British readers and opera-goers will hardly need telling – is that that was achieved on pence and ha'pence, whereas for Dorn's and designer Jürgen Rose's moving machines, and their Wizard of Oz-style rotation tricks during the Senta-Dutchman duet, mega-Dutschemark expenditure must have been the order of the day.

The results are certainly enjoyable, breathtaking even – this is by a long way the most shoddy Wagner I have seen in the august Wagner temple (Peter Hall's elaborately aerial 1983 Ride of the Valkyries not excepted). Unlike the best of Richard Jones' Ring scenic inventions, however, the effects seemed devised only to dazzle. Little light was shed on the characters, who were brought on in countless striking ways (and costumes) but not meaningfully confronted. In *Tannhäuser* Wolfgang at least concentrated his cast on

expressive reaction and ensemble relationship; for all that period dress these *Holländer* figures belong to a world of sci-fi, comic-strip or cartoon video.

Encountering in quick succession three such Bayreuth performances, in a theatre designed to aid the spectator in focusing on sounds, sights and meanings, had the consequence of eliciting from me some pretty old-fashioned operatic affirmations. In the end, of course, it is the most potent Wagner conducting and singing that win real results.

After a while the whizz-bang visual pleasures of this *Fliegende Holländer* began to pall, because Giuseppe Sinopoli seemed largely unable to tap the springs of rhythmic vitality and colour in the music – he kept the surface active, left the interior unexplored. (Pit and stage were often out of kilter.) And Bernd Weikl (title role) and Sabine Hass (a blowzy-tuned Senta with powerful, sometimes hideously ugly notes at the top of the staff) emitted the text in bits and pieces, bumps and thumps – not lines and phrases.

Tannhäuser, by contrast, had a conductor – Donald Grunliebes – who knew how to keep all the opera's parts in flowing, smoothly interlocked, dramatically acute action, even the opera's inherently cumbersome, creaky, long-winded parts. The singing was acceptable rather than distinguished, apart from a wonderfully rounded, full-grained Landgrave from the German bass Hans Sotin (his Daland was also by miles the best thing about the *Holländer*), but at least it was always directed toward tap-

ping the expressive potential of the musical phrases.

Here are a couple more old-fashioned affirmations. The choral singing, trained by Norbert Balitsch, was in both early Wagner operas of incomparably fine quality: robust, resonant, single-minded in delivery. Precisely purposeful, thorough-going preparation characterised it – and, indeed, characterised all three opening shows.

The festival ethic remains very much alive and well in Bayreuth for this reason, and in spite of all the mixed feelings the place and its *rason d'être* inspire, a visit here is always a special experience.

Festival continues until August 23.

Paris Exhibitions / Patricia Morison

Focus on the finer things

Last week I made some disparaging remarks about the currently dishevelled condition of the Palais du Louvre in Paris. Now is the moment to make partial amends by recommending two rewarding exhibitions in the Louvre's Pavillon de Flore (enter on the Tuilleries side by the Porte Jauré).

You need to move quickly to catch *Antonello da Messina's "Christ at the Column"* which closes on August 8. It will be worth it to see a model of the kind of small, highly-focused exhibition on which museums should increasingly be concentrating their resources.

Last year, the Louvre bought "Christ at the Column" by Antonello, the 15th-century Sicilian master, for FF142m (£24.78m). It is a small, grimly intense painting of the head and shoulders of a weeping Christ, a nose round his neck. There are only about 40 known paintings by Antonello. The exhibition traces his contribution to the evolution of the "Man of Sorrows" type of single-figure devotional image required by patrons for private worship. As evidence of Antonello's influence we also see Mantegna's sublime "Ecce Homo", borrowed from the Musée Jacquemart André.

Pure, undemanding enjoyment is provided by the Louvre's principal show this summer, *French Master Drawings from the Pierpont Morgan Library* (until August 30). The sponsor, J.P. Morgan & Co., has brought 125 drawings to Paris to mark 125

years of the House of Morgan's involvement in French financial life. The Morgan Bank's finest hour in France was 1870 after the country was on its knees after suffering defeat in the Franco-Prussian war. Morgan & Co. was prepared to help with a £10m loan. Pigeons took documents to and from the blockaded city and one particularly heavy batch went in by hot air balloon. J. Pierpont Morgan, legendarily avuncular collector and founder of the Library in New York, adored France and all things French. In the 1900s he started to amass drawings; more have since been added to make this one of the finest collections in the US.

Lovely things abound in the exhibition, not least the earliest exhibit, a remarkable little sketchbook made in about 1400 from wafer-thin sheets of boxwood. Poussin, Greuze, Claude, and six Watteau drawings of delightful spontaneity are just a few of the particular pleasures of a selection which ends with Gauguin and Redon. (The show runs until August 30 and moves to the Pierpont Morgan Library, New

York, September 5 – January 2.)

If you are interested in 19th-century Orientalism I recommend *Album de Voyage* at the Musée Hébert. This is the obscure but atmospheric studio-residence of Ernest Hébert, a grandee of the art scene in late 19th-century France. The exhibition is on until September 27; the museum is at 85, rue de Chêne-Midi (open from 12.30 on weekdays, closed Tuesdays).

In 1868, six French painters, a photographer and one Dutchman set out on a five-month journey through the Levant. Two decades after Delacroix's delirious reaction to the colour, grace and nobility of native life in Morocco, Orientalist painting was at its peak. Professional artists descended on the Levant, hungry to sketch, take photographs and buy studio props.

Sketches, paintings and photographs of the trip have been brought together from collections in France and the Netherlands. Most of the work which survives is by Gérôme, leader of the trip, and Leon Bonnat. Both were to become enormously successful academic painters. Whatever one feels about their

full-scale productions, their small oil sketches of landscapes in Egypt and Palestine are most attractive.

The same cannot be said for the tedious, canary studies of bedouin by the Dutchman Willem de Pijpers Tissels. He, too, did well out

of the experience and became the first and premier Orientalist of the Netherlands. His journal for 1868 was recently discovered and is published (in French) in the catalogue (FF280). It appears that the Middle East traveller was not obliged to rough it. A birthday feast on Mount Sinai cooked by the dragoman consisted of more than 20 dishes including conserves of artichokes, turkey, fillet of beef, truffled partridges, chicken, woodcock, and four different puddings.

Renaissance artists will want to revisit the lovely Musée de Malmaison (take the RER to Grande Arche) where *Queen Hortense: An Artistic Woman* describes the joys and sorrows of that lady. Daughter of Empress Josephine and Queen of Holland, Hortense possessed an above-average aptitude for the arts, from writing novels to musical composition. (Show ends September 27; closed Tuesday and 12.30 daily.)

One final suggestion for your Parisian wanderings: from August 1, "Lady and the Unicorn" tapestries, one of the most famous works of art of the entire middle ages, will go back on display in a new, halogen-lit installation at the former Musée Cluny, which now goes by the altogether less evocative title of Musée du Moyen Age.

Theatre / Malcolm Rutherford

A Yankee makes merry in England

I have written before that one of the great joys of the English summer – even better this year than cricket – is the Open Theatre in full swing at London's Regent's Park. So it is with the Rodgers and Hart musical *A Connecticut Yankee*. If you don't know Mark Twain's delightful story about the east coast American at the court of King Arthur, read it on holiday. It is much more fun than Huckleberry Finn. But it will do no harm to see the musical first.

A *Connecticut Yankee* could have been written for outdoor production, especially as night falls and there is a total eclipse of the sun which saves the Yankee from almost certain execution by immolation. Actually, this scene should be even better as the summer weeks on. At the end of July in London, it is not quite dark enough for the full effect.

The musical is not as subtle as the book. *Corny* would be a more accurate description, but the corn is of a high order. When Sir Lancelot's old armour is wheeled on stage, it is described as Esquire Magazine's idea of what the well-dressed man was wearing in the year 543.

Quite the best sequence comes with the entry of Anna Nicholas as Morgan Le Fay. Ms Nicholas has played the rejected bride-to-be when



Anna Nicholas: a deliciously wicked Morgan Le Fay

we were still in the US Navy in the 20th century at the start of the show. Now she is magnificent, dressed in scarlet and black carrying a riding crop and occasionally showing a leg. She sings a song called "To Keep My Love Alive" which has the audience straining to catch every clever word. Never the bridegroom, always the bride, Morgan Le Fay explains that the reason she has not been unfaithful to her husbands and lovers is that she

bumped them off before the need arose. When ill-at-ease, she kills at ease.

The trick of the song is that it combines romantic music with a cerebral lyric. Stephen Sondheim plainly learnt a lot from it. There are other treasures. I liked the rhymes: venison and Tennyson, sweethearts and indiscretions, damn a lot and Camelot, even, stretching it a bit, possibilities and ill-at-ease. Unusually for Regent's

Park, the show compels attention from the beginning. Not even the external distractions can compete with the boisterousness of the US Navy. Once the Navy has established a beachhead, it is natural to slip into the more sentimental mood of "My Heart Stood Still".

Later on, the customary distractions are put to good use. There is a helicopter in the script though not, as in *Miss Saigon*, shown on stage. In Regent's Park it is a customary sound. The aerial feet come in two miniature light aircraft flying down a wire across the top of the arena. The audience, glancing at the sky for the real thing, applauds – and rightly – this bit of the design by Paul Farnsworth, like Ariel putting a girdle round the earth.

Other parts of the design are a trifle creaky. One would not be entirely surprised if the towers in this Camelot fell down, but it would be in keeping with such a zany show if they did and you can be confident that the cast would rise to it, just as they did with Ms Nicholas when she lost her shoe early on. There is a wonderful wizard in Christopher Biggins as Merlin. Ian Talbot, the presiding spirit over the Regent's Park venture, directs. The theatre on the first night was full to the tree-tops, as it deserves to be for the rest of the summer.

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Wednesday's performance was devoted, if a little ragged – the piece needs to be run in during several showings – and BRB's artists deserve much commendation. The new designs by Nadine Baylis, as I have earlier reported, are beautiful.

The Birmingham cast on Wednesday night was fine. Satan's is the central role, and Michael O'Hare gives him menacing physical weight. Dolin, the part's creator, was nobly evil; Helpmann, who dominated the role for years, was malevolently beautiful. O'Hare is a worthy successor to these. Surrounding him, we see the serene dances of the angelic host and the brilliantly imagined activities of Job's comforters, the Pestilences and Messengers. How well de Valois used hands, to point and threaten and mock. With what acute sensibility did she pare away everything except essential gesture and movement. The least action is significant. I admire Alain Dubreuil as Job – ideally simple and dignified – and I salute the entire cast. At curtain fall we cheered Dame Ninette in her grandier box, for we owe her everything, and not least her talents.

BRB's triple bill also brought the first London showing of the company's revival of Massine's *Choreographic Before Us*. As always, score and design are essential companions in de Valois' theatre. The Vaughan Williams score is thrilling; the John Piper designs, which were commissioned for the post-war Covent Garden revival, are magnificent on their own terms, and echo Blake – and Samuel Palmer – to beautiful effect. *Job* is, in sum, a grand achievement; it is a salutary reminder of how our national ballet once involved major British artists in creating of enduring significance.

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This imaginative triple bill (which is being given only three showings) opened with MacMillan's *Concerto*. It looked clean and clear in production, but it, too, needs a run of performance to polish its rough edges and some uncertain dancing from its soloists. Excellent accounts of three major scores came from the Royal Ballet Sinfonia under Paul Murphy.

English National Ballet, meantime, has taken up summer residence on the South Bank in London. This week, *Swan Lake* is on offer. How, I wonder, could things be otherwise? The staging is Raissa Strukova's recension of the one-time Bolshoi Ballet version, sound and happily traditional. It looks rather boxed in on the Festival Hall's shelf, and it needs stronger central performances than those seen on Wednesday afternoon from Trinidad Vives and Tamas Solyomos. My greatest pleasure came from the dancing of a corps de ballet swan, who closely resembles the very young Lynn Seymour, moving and posing with the Bolshoi Ballet's win us.

The Birmingham Royal Ballet is at Covent Garden with varied programmes until August 7. English National Ballet is at the Royal Festival Hall with varied programmes until August 7.

Small wonder that the choice of Hugues Gall to head the Paris Opéra from August 1995 has been so wholeheartedly welcomed. The Opéra has run through eight administrators in 13 years. Since the inauguration of the Bastille four years ago, its annual budget has swollen to nearly FF300m (US\$160m), without a corresponding improvement in artistic standards or industrial relations. The Opéra's current president, Pierre Bergé of Yves-Saint Laurent, treats it as a part-time job. It was high time a proven professional was engaged to clear up the mess.

Gall, 53, was the ideal candidate. A former functionary of the agriculture, education and culture ministries, he has inside experience of the French governmental system. He learned the art of opera administration as Rolf Liebermann's deputy at the Opéra in the 1970s. As

director of Geneva's Grand Théâtre for the past 13 years, he has earned a reputation as a firm leader as well as a connoisseur of dance and voices. In short, he has the political and artistic savoir-faire for the job.

Although often tipped for the Bastille, Gall kept his distance until he could be confident of strong political backing – in the shape of France's centre-right government, elected in March. The French culture minister, Jacques Toubon, has asked Gall to submit a report on his artistic and financial plans by October 15, taking into account the needs of France's other dance and opera institutions – whose share of subsidy has fallen as the Bastille's has grown. Toubon hopes to announce new statutes for the Bastille next February.

Gall faces a Herculean task.

He must restore public confidence in the Opéra, while winning the support of its volatile musical and dance ensembles.

He faces a confrontation with the unions over manning and pay, issues that were ducked in the rush to get the Bastille opened on time. He must reach an accommodation with the increasingly powerful Bastille music director, Myung-Whun Chung, whose contract runs till the year 2000 and guarantees him FF10m (US\$1.85m) in indemnities if he is forced to leave early.

Gall has already outlined some of his proposals. He wants to redistribute opera and ballet between the 2,700-seat Bastille

and the traditional, old-fashioned Palais Garnier. Mozart and the more intimate operatic repertoire will return to Garnier, the big romantic roles will move to the Bastille. Garnier will have to close temporarily for renovation, and something is to be done about the Bastille's acoustics.

In the meantime, Gall has two years of his contract to run in Geneva, where highlights of the coming season include new productions of Carmen (Sep 12), La Cenerentola, Billy Budd and Lohengrin. The Bastille season opens with Der fliegende Holländer (Sep 23) and includes 15 operas, five of which are new productions. The dance programme at Garnier includes new ballets by Roland Petit and Angélique Preljocaj, and a new Béjart work presented by the Tokyo Ballet.

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In the meantime, Gall has two years

Two of a kind: David Marsh on how secret service chiefs are coping with the post-cold war world



United Germany is living in an unsafe new world, warns Mr Eckart Werthebach, president of the German domestic security service, the BfV - Europe's most public relations-minded intelligence agency.

In his airy office at the BfV's sprawling Cologne headquarters, Mr Werthebach, a 52-year-old veteran security specialist, ranks as the continent's chief hunter of spies, political extremists and assorted state enemies.

His checked jacket and confidence-inspiring suntan give him the air of a star clinical psychiatrist: a man who takes pride in precise observation of derangement. With aplomb and, when required, humour, he analyses his own anxieties about the changes since the fall of the Berlin Wall.

"Espionage has become less important," says Mr Werthebach, in charge since 1991 of the BfV and its DM230m (239m) annual budget. "But, overall, both Germany and the rest of Europe have become more unstable. So internal security needs to be defended more than during the time when we had the two power blocs - a situation which had a certain stabilising influence."

Mr Werthebach's main concern is the rise of right-wing German extremist violence, especially against foreigners. "The threat comes no longer from the east but from the overall wave of nationalism in Europe." A recorded total of 1,008 German far-right attacks claimed eight lives in the first half of this year.

Most of these attacks were the responsibility of 6,400 "militant users of force" (often skinhead groups) classified by the BfV as the most aggressive of the 42,700 members of right-wing extremist parties and organisations. Xenophobic violence endangers not just asylum-seekers, but also the state. Mr Werthebach says, in best consulting room manner, he offers reassurance: "They will not be able to eliminate our liberal democracy."

Domestic extremists, together with agents of unfriendly foreign governments, have always been the BfV's targets. The service (literally, federal office for the

Street war against the skinheads



Eckart Werthebach: 'Extremism fades when the economy is good'

protection of the constitution) was set up in 1950, with the aim of collecting intelligence on adversaries of the freshly established West German state.

To scotch any idea that the BfV itself uses anti-democratic methods, the agency has an active public relations policy. One brochure contains a diagram illustrating its methods, including secret photography, telephone and post interception, infiltration and electronic eavesdropping.

After the collapse of the Soviet Union, many Germans thought the BfV had outlived its usefulness. The agency started to cut its 2,350 federal staff, separate from a further 2,500 Verfassungsschutz

employees in the states or Länder. (Britain's secretive domestic security service, MI5, is smaller, employing 2,000.)

In view of the need to deploy more resources against extremism, these plans have now been reversed. "In a few years we will be back to our old level," Mr Werthebach says.

As far as spying is concerned, he says Russia is maintaining espionage under the auspices of the SWR, the successor to the KGB. "The personnel who were previously used for political work are now deployed to carry out economic and scientific espionage."

Somewhat bizarrely, the BfV is still helping round up former East German spies. "According

to information from defectors, there were 5,000 to 7,000 agents of the MfS [the East German state security ministry] in West Germany, of whom about 10 per cent were in sensitive positions. In some cases, they have since been taken over by the Stasi. We are pursuing more than 2,200 leads."

Trials will continue, he says, for two or three years. There will be no amnesty until all details of the former East German spy network have been revealed. "If in the [Bonn] foreign ministry or defence ministry there are still informants of the MfS, the former KGB can put these people under pressure to work for them."

Tracking down former East German agents is probably the least arduous of the BfV's post-cold war challenges. Intelligence techniques are of limited use in combating shaven-headed neo-Nazi groups. A second problem is that when the BfV makes a bid to extend activities into new fields - for instance, cross-border crime - the public becomes uneasy that state surveillance is going too far. A third difficulty, Mr Werthebach admits, is that right-wing parties under BfV surveillance, such as the Republicans, can sometimes increase public support by claiming the state is adopting Nazi methods against them.

He says Germans voting for the far right are mostly "pro-test voters" rather than neo-Nazis. But he adds: "German history makes us look at right-wing extremism more critically than our western partners." Is Germany more vulnerable than other countries to extremism? Mr Werthebach emits a mellifluous chuckle. "The British have a certain calm which the Germans lack. The Germans thus react more hectically to social changes, raising the impression that they have a leaning towards right-wing extremism."

He mentions unemployment and reunification-induced economic problems. "The German experience is that right and left-wing extremism fades when the economic situation is good. I assume that we will recover economic stability - and extremism will lose its importance."

In the meantime, an institution many thought would fade with the end of the cold war has a chilling new importance. "People say we have never needed the Verfassungsschutz as much as today."

Behind the thick spectacles of Mr Arthur Docters van Leeuwen, the head of the Dutch internal security service, there glints professional sharpness, and just a hint of well-educated menace. He describes a "friendly talk" he held with a well-known KGB defector. "You might," he confides, "like to call it an interrogation."

In the solid brown headquarters of the Binnenlandse Veiligheidsdienst (BVD) in The Hague, Mr Docters explains how his employees need aptitude both for unearthing information, and for turning it to profitable use.

These are attributes wholeheartedly embraced by Britain's MI5, on which the BVD was modelled when it was set up in 1949. However, BVD employees are also required to espouse a most un-MI5-like characteristic: attachment to openness.

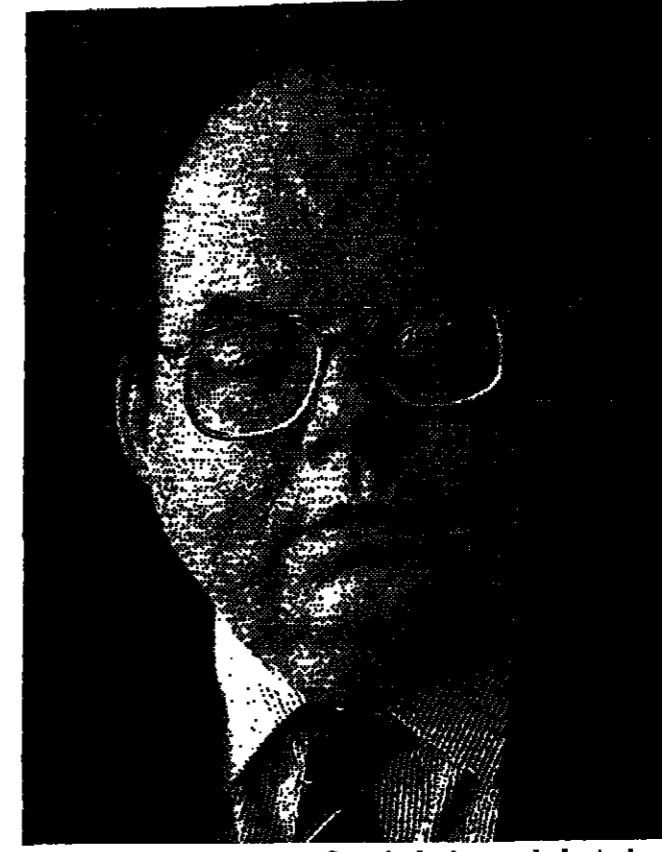
Mr Docters, a portly and philosophical 48-year-old career civil servant, passionately believes his service must be transparent and accountable. "If you want to sustain the democratic process, you have to be part of it. If you don't properly meet this requirement, you cease to exist."

"I abhor the idea of having an elite which is in the know about the dark side of society, which is entirely separate from ordinary people who know nothing about it."

The BVD maintains secrecy over individual operations - ranging from countering organised crime, terrorism and espionage to surveillance of foreign nationals. It needs to be both clandestine and accountable. This is a difficult balance but a manageable one, says Mr Docters, who has been BVD chief since 1989. "We have a lot of room for manoeuvre. Dutch society is very open. We are easy people to deal with. But underneath we are quite security-minded."

Openness can enhance effectiveness. "The truth is a flimsy thing - you cannot coerce people into giving it. If you pay them, they will tell you only part of it. People must want to tell you. So you must invest in building up this public spirit."

He describes how a manager from a Dutch company came forward with information over



Arthur Docters van Leeuwen: 'Organised crime can be beaten'

Benefits of being open

the Iraqi super-gum. "We were the first western intelligence service to produce pictures of how this equipment was encrypted."

Benefits can come in other ways, too. "Our people may go out in the evening and ask an elderly couple if they can use their bedroom for surveillance. If citizens do not know what the security service is doing, then you cannot expect co-operation from the public,"

"There is a lot of movement of terrorist groups across Europe - and the Netherlands has good facilities for moving in and out. If there is a place in the world where you will find traces of it in Holland."

The BVD has about 600 employees and an annual budget of Fl65m (22m). It issues an annual report (although not as fact-crunchy as that of Germany's BfV security service), and is responsible to a parliamentary control committee.

MI5, well. "This international co-operation is essential. Only about 5 per cent of our problems come solely from inside the Netherlands - the rest has some international connection."

The BVD maintains its counter-espionage role - geared nowadays to combating Russian desire for intelligence in the economic and technological fields. "We still don't trust the Russians because they are continuing to gather intelligence."

Another preoccupation is organised crime, for which the BVD was given responsibility three years ago. He backs the bid by Germany's BfV to be granted powers in this area - a move which would give the Netherlands a clear German counterpart for joint action.

"It would be wise for every country to give their security services a mandate on this front. Organised crime can be beaten, but this needs international co-operation."

He admits that, in this field, the BVD is short of information. "We know something about the cartels involved - South American, Turkish, Mediterranean. We have some facts involving Italy, for instance. We do not have a good map. But we can acquire one."

Mr Docters outlines one specific reason why intelligence services need to be involved in organised crime. "There are people who are prepared to talk to the security services, knowing that the case will not come before a judge and their identity will never come out in the open. This sort of procedure has already proved its worth in counter-espionage and anti-terrorism."

The BVD's operations against organised crime demonstrate how it descends into areas outside the jurisdictional environment.

"Our countries [the west] live by the rule of law. But we create organs which are, at least, on the border of the law. The fierce reactions you sometimes have in public life stem from this paradox. People don't like paradoxes."

Mr Docters believes the Netherlands has found a way out of the paradox: his service can operate effectively only because there is a national consensus that it should do just that.

This is the third of an occasional series on EC personalities.

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No help from GM needed

From Ms Eileen M O'Connor.

Sir, Is it me, or might one call Mr Ferdinand Pichler of Volkswagen a bit self-absorbed in thinking that US group General Motors is trying not only to destroy his company, but to undermine the German economy as well ("VW chief in furious attack on GM", July 23)?

I may be wrong on this, but I would imagine that the German economy is perfectly capable of destroying itself with or without the help of Volkswagen or General Motors.

Eileen M O'Connor,
20 Edgewood Road,
Glen Ridge,
New Jersey,
US

Disquiet over competitive tendering

From Lesley Courcier.

Sir, Your recent article, "Council contractors reduce tendering prices" (July 9), claiming savings in second round compulsory competitive tendering (CCT) contracts for refuse collection of upwards of 18 per cent has caused more than a little disquiet.

The plain fact is that the research on which the report is based appears to leave a good deal to be desired and the conclusions drawn are somewhat suspect. Many of the authorities listed were displeased at being cited as examples at this stage without consultation.

The Local Authority Associations have asked the Local Government Management

Board's CCT information service to carry out a detailed analysis of the authorities quoted as examples from the recent CCT report by CDC Research.

Not one single reference has so far been found to be wholly accurate. For instance, one authority mentioned that it is not actually due to re-tender its contract until November 1995 and another has suspended its CCT programme prior to the outcome of local government reorganisation and extended its existing contract.

We have not named the authorities here because the LGA database has a duty of confidentiality to its members.

Even if the figures were accurate, one should not assume that the compulsory tendering process in itself necessarily generates any savings. Any apparent savings may be attributable to a range of factors including financial pressures and changes to service specifications.

It is naive to assume that changes occurring over the period during which CCT has operated have necessarily been brought about by CCT.

*Lesley Courcier,
assistant secretary,
public works,*

*On behalf of the Local Authority
Associations,
c/o 41 Belgrave Square,
London SW1X 8NZ*

Not only are organic farmers and growers producing a food commodity that is in demand in the marketplace, but they are actively pursuing practical and principled solutions to the continuing depredation of the countryside by conventional agriculture, the welfare of farm animals and the very fabric of our rural communities.

*Patrick Holden,
policy adviser,
Soil Association,
88 Colston Street,
Bristol BS1 6BB*

no doubt arises from the fact that most existing charities were established long before the poisoning of our land and drinking water by intensive farming methods had become a matter of national public concern.

As an example of this, not a single charity listed in the usual directories of grant-making trusts includes the support of organic farming among its objectives.

This unfortunate situation

able systems, has never been greater.

Yet it would appear that many of the organisations in the grant-making trust sector have yet to acknowledge the wider social and environmental benefits that are associated with organic farming.

We would therefore like to appeal to the controllers and trustees of these many charities to consider amending their list of objectives to include organic farming and to give it a high priority in their rankings for financial support.

Not only are organic farmers and growers producing a food commodity that is in demand in the marketplace, but they are actively pursuing practical and principled solutions to the continuing depredation of the countryside by conventional agriculture, the welfare of farm animals and the very fabric of our rural communities.

*Patrick Holden,
policy adviser,
Soil Association,
88 Colston Street,
Bristol BS1 6BB*

no doubt arises from the fact that most existing charities were established long before the poisoning of our land and drinking water by intensive farming methods had become a matter of national public concern.

As an example of this, not a single charity listed in the usual directories of grant-making trusts includes the support of organic farming among its objectives.

This unfortunate situation

FINANCIAL TIMES

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Friday July 30 1993

Bleak summer for the ERM

HISTORY must judge whether the Bundesbank's actions of the past few years will eventually confirm, or undermine, its economic reputation as Europe's most accomplished central bank. For the moment, the only conclusion that can be drawn from its baffling behaviour of the past few days is that the Bundesbank's public relations skills are woefully lacking. Its decision to allow Europe's highly-strung foreign exchange market to infer that a discount rate cut was imminent and then leave the rate unchanged appears, at best, incompetent.

The Bundesbank has achieved one thing for which it should not be criticised: no one can now accuse the bank of putting the preservation of the European exchange rate mechanism before its prime task of achieving medium-term stability.

Whether German interests do, indeed, mitigate against a further cut in short-term rates appears highly questionable. The suspicion remains that, after a sharp recession and when the yield curve is inverted, the bank's determination to set policy by contemporaneous inflation and monetary indicators may prove a serious mistake.

But the Bundesbank can and should be criticised for a series of actions which have served to feed the frenetic instability in Europe's money markets. Why, if the Bundesbank did not intend to cut the discount rate yesterday, did it unexpectedly reduce the highly sensitive repo rate the day before? And why has it felt no obligation publicly to explain its actions?

One answer may be that a full explanation is too unpalatable for its council members to express. For Germany is no longer the strong and stable low inflation country that it once was.

A right to privacy

THERE ARE fundamental difficulties in defining a right to privacy in English law, as successive inquiries, reports and private members' bills on the subject have discovered. A government considering legislation on privacy should proceed warily and consult on the widest possible basis. Yesterday's green paper on privacy should therefore be welcomed for its comprehensive and scholarly examination of this thorny issue.

Less welcome, however, is its recommendation of a civil remedy in law for people whose privacy is infringed. It is true, as the green paper argues, that "a society which permits individuals to choose how they are to lead their lives is one which will recognise the choice of privacy". But privacy is a complex subject: people need - or want - different amounts of privacy. And the right to privacy cannot be unconditional: people in public life must accept some loss of privacy in return for high office and popular esteem.

For these reasons, the green paper sensibly rejects an absolute right to privacy. But its proposed remedy against conduct which would infringe a person's privacy is scarcely better. Such a remedy must be open to a public interest defence, especially in a country where the media enjoy no constitutional right of free expression. The green paper suggests that matters falling into the public interest category would include

Destruction Derby

In the past week, the battle between General Motors and Volkswagen has escalated into a commercial war of a bitterness without parallel in recent memory. What on earth is it all about? One suggested cause can surely be ruled out: that Mr José Ignacio López de Arriortúa, whose defection to VW sparked it all off, is a manager of irreplacable talent. His record in cutting GM's costs in Europe is undeniable. But it must be absurd to suppose that the gap between him and the nearest equivalent from GM's three quarters of a million workforce is wide enough to account for the scale of the dispute.

There is an altogether murkier alternative. GM, like VW, is engaged on developing a small car for the world market. Historically, the car industry has been unusual in its dependence on new models and the secrecy in which they are enveloped. But the level of aggression between GM and VW suggests there is more at stake than the shape of the boot or the design of the dashboard. GM has toiled for years to transform itself from a mass-production dinosaur to a flexible lean producer on the Japanese model. What if, for instance, GM has come up with genuine cost-saving innovations on the production line as a result of its labours on the multi-billion Saturn project?

This is speculation, and is likely to remain so. Were GM to have

any such innovations up its sleeve, it would scarcely be ready to share them with the world's press. But the idea would fit the accusations GM levels at Mr Lopez that - for example - he requisitioned data from GM amounting to 90,000 sheets of paper, and that he tried to poach another seven top GM employees.

VW's counter-accusations, lurid though they sound, merit serious consideration. Their main thrust is that GM has sought to plant commercial secrets in VW's computer system as a means of incriminating Mr Lopez; and that boxes of secret data found in a flat formerly occupied by defecting GM executives were planted by persons unknown or by GM itself.

But that would imply that GM felt so threatened by Mr Lopez's managerial talents as to hand over sensitive commercial data in order to discredit him.

In a case so bafflingly short of facts, the field is open to speculation. But two conclusions are clear. The first is that this dispute is getting to the point where both management stand to suffer serious damage. The second is that the passionate commitment of both parties is clear evidence of an industry in trouble. The underlying issue has to do with declining sales and chronic overcapacity in the world car market. The more clamorous the argument, the more cause the car industry has to worry.

Patten's room for hope

If only Chris Patten were still around. How often one hears top Tories bemoan the loss of the former party chairman to the colonies. Patten was the one man who could articulate what the prime minister stood for. Since he left for Hong Kong no one has really filled his spot.

So it came as a surprise to find him in London yesterday addressing a conference organised by The Tablet, a Catholic weekly, rather than the voters of Christchurch, on a subject close to Tory hearts - Hope.

He admitted the topic was unfashionable: "Why speak of Hope in July of all months? July: the February of summer, heavy with all the fat-endings of politics, winding weary on and petering sullenly out. In July, Hope is invariably dashed like the waves on a stern and rocky-bound coast."

It was an upbeat speech. But perhaps sensibly he did not address the question of whether there was any hope for the government he left behind.

Learning curve

It is hard to believe that the Lord Rees-Mogg behind today's High Court ruling on the Maastricht treaty is the same Rees-Mogg who

used to edit *The Times* when it really did speak for the establishment.

There was one celebrated occasion at the start of 1972 when the great editor led his newspaper with a banner headline declaring that "The Times is a European newspaper" - rather than filling the front page with the usual diet of mere news. This odd decision prompted Owen Hickey, then the paper's chief leader-writer, to proclaim that he had always been brought up to believe *The Times* was a *world* newspaper.

Perhaps Rees-Mogg, now back with *The Times* as a humble columnist, has reluctantly come round to that view.

Sweetened pills

Martin Wygod, who is selling his Medco pill distribution business to Merck, is one of the shrewdest financial promoters around. He has also become a fly in theointment of US pharmaceuticals companies so it's no surprise that Merck has had to pay \$6m to catch him and his business.

By standing up to the drugs companies on behalf of some of the biggest buyers of pharmaceuticals, Medco won discounts of up to 20 per cent. So it was unsurprising for big drugs purchasers to see Wygod camouflaging with Merck, the biggest drugs producer.

For Wygod, at least, it is good

news. He will get \$51m in Merck shares, have options over another \$37m, and plans to buy another \$30m or so of Merck paper. And he promises Merck will remain fiercely independent, buying only the best and cheapest drugs around, regardless of whether they have the Merck stamp on them.

The deal also throws up another interesting name: Richard Braddock, 50, ex-president of Citicorp, only took over from 53-year-old Wygod as Medco's chief executive last December. Given that Richard Markham, Merck's heir apparent, resigned a fortnight ago, will Braddock now be a contender for the top job at Merck?

Or will he return to banking? His name was mentioned when American Express was looking for a replacement for Jimmy Robinson. So perhaps he could be a candidate to fill the chief executive slot at Barclays. It certainly seems to be taking a long time to find someone.

Quornered

ICI is patently glad to be shot of its bio-science operations; it passed off Zeneca, its £2bn offshoot, merely as a "discontinued business". Industry journalists can only agree. As the two companies' results briefings will no longer coincide, there will also be no occasion for Zeneca to play unsuspecting hacks with the company's meat-substitute, Quorn, in between sessions.

Island in the sun

As the Bundesbank smoothly left its all-important discount rate yesterday, it was all too much for Europe's pressured finance officials. Asked about a possible devaluation of the krone, Danish central bank chief Erik Hoffmeyer snapped: "I absolutely exclude it. American bankers will not be allowed to decide our monetary policy."

American bankers? Not many of those in the upper echelons of Buba. No, Hoffmeyer - who obviously has a long memory -

should be made simpler and more transparent.

The case for change is summarised by Prof Littlechild: "The more transparency you have the more effective and competitive a market you have. If participants believe a market is open and simple they are more likely to find it satisfactory."

One way to simplify the market would be to abolish the system whereby generators provide five different prices for each individual generating unit of each power station. "There ought to be a simpler way," says Mrs Thompson. "The engineers say it is important that the information is there. The question is whether the information needs to feed into how the prices are set."

Most intensive energy users are more interested in another proposal being considered by the pool: whether it is prepared to accept "demand-side bidding" proposals. These would provide payments for electricity users who agree to reduce their consumption when the load on the system is high.

Among the advantages of such bidding are greater predictability of demand and a cost reduction. Pool executive members are concerned this would be a backdoor method of cutting prices for large users. "I'm not sure that agreeing not to take electricity, in effect doing nothing, is a service which demands payment," said one. "However it might be a more perfect market if demand-side bidding was introduced."

The third area under review by the pool involves transmission services, including whether the National Grid, which runs the electricity system, can be provided with new incentives to cut costs.

Under existing arrangements, the grid passes on all the costs of administering the pool to customers. It has suggested a complicated reform, backed by hedging contracts with electricity companies, under which it would increase its exposure to risk but would expect to make a profit from doing so.

Interesting though the idea may be, the calculations on which it is based do not have the quality of simplicity. That is the problem for most of the options under consideration by the pool: "the fact is that people are talking at cross purposes," says an insider. "It is highly unlikely that you can introduce new rules and expect simplification at the same time."

Given the complexities and the need for consensus, the pool is likely to take several months to implement any reforms. In the meantime, prices show no signs of falling. Pressure for action by the pool or the government is not likely to ease; nor is speculation about the generators' bidding behaviour and a potential monopolies reference.

would be empowered to report to the public on the activities of both Ofcom and the BBC. For its part, parliament may see it as appropriate to establish a standing committee on public service broadcasting.

What is to be gained from such a revised system? First, an institutional separation that encourages effective control and accountability. Second, more openness in policy formulation and, as a result, greater responsiveness in a rapidly changing environment. Third, increased powers for viewers' representatives. Such arrangements are likely to enhance not merely accountability and the fair treatment of viewers but also the potential of the BBC to be seen to satisfy its mandate.

Robert Baldwin
and Martin Cave

The authors are, respectively, teacher of law at the London School of Economics, and teacher of economics at Brunel University

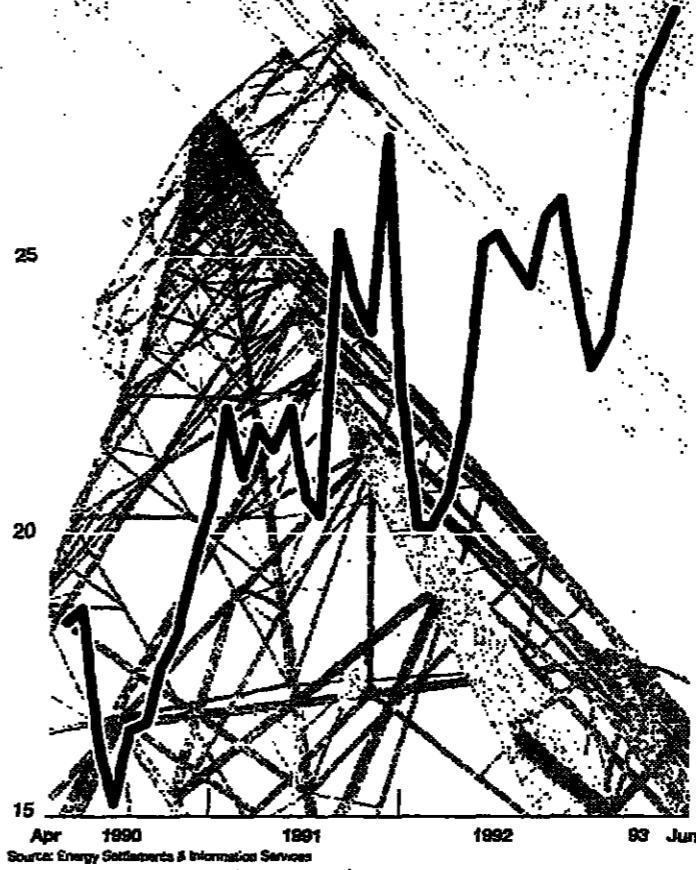
Michael Smith on pressures to reform the pricing policies of England and Wales's electricity market

Critics cause a ripple in the pool

A shock to the system

Electricity pool-selling price rises (£ per megawatt hour)

30



Source: Energy Gatherers & Information Services

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would call on Ofcom to approve the policy statement with amendments where necessary.

The agreed strategy statement should be statutory as is the case in utility regulation. A Royal Charter may give a breadth of capacity that is not offered by a statute, but this advantage means little to a body

The corporation's regulatory and executive functions should be clearly separated

such as the BBC which is also subject to a Licence and Agreement. A new Broadcasting Act should set down the duties of Ofcom and the BBC. The home secretary should continue to issue a licence to the BBC, which would be obliged to make a periodic "statement of strategy" setting out both how it sees its role and how it proposes to implement its objectives. The statute

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Friday July 30 1993

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Coalition begins talks on cabinet posts Japan's opposition to back reformist for PM

By Robert Thomson in Tokyo

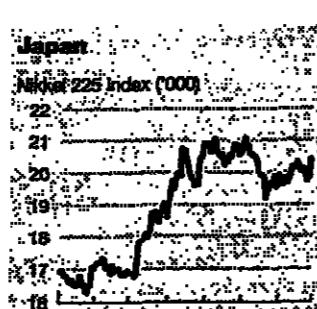
MR Morihiro Hosokawa, leader of the reformist Japan New party, is set to become the country's next prime minister, after a coalition of opposition parties pledged to support him.

The Liberal Democratic party, which lost its majority in the July 18 election, now faces a spell in opposition for the first time since 1955.

The immediate reaction to Mr Hosokawa's likely appointment was a 3.2 per cent jump in Tokyo stock prices. But Japanese bureaucrats expressed concern that such an unwieldy coalition would be unable to cope with trade friction or a sudden international crisis.

Seven parties, ranging from the left-wing Social Democratic party to the conservative Japan Renewal party, have agreed to appoint a joint cabinet. Negotiations began yesterday for ministerial posts, which will be finalised after a parliamentary vote for prime minister. The vote is expected next Thursday.

The parties released their first detailed policy statement, which gives priority to political reform, unless the LDP can convince



one of the coalition members to defect in the next few days, the party's candidate will lose in next week's parliamentary session, as the coalition can count on at least 245 votes to the LDP's 225.

Business leaders, accustomed to dealing with the LDP, yesterday welcomed the expected appointment of Mr Hosokawa, the grandson of a Japanese wartime leader and member of a family which ruled parts of southern Japan during the feudal era.

Mr Takeshi Nagano, president of the Federation of Employers' Associations, said the coalition might cause confusion after taking office because of policy differences among members. He suggested that business leaders be appointed to the cabinet, which is allowed in Japan.

However, Mr Gaihi Hiraiwa, chairman of the Keidanren, the Federation of Economic Organisations, who had earlier condemned the proposed coalition government, expressed hope that the coalition would be able to introduce political reforms.

Industrial output falls, Page 4
Japan survey, Section III

including a ban on corporate donations. However, it maintains most of the present economic and foreign policies, although it does hint that defence cutbacks could be cut and social welfare spending increased if the coalition prevails over next year's budget.

Meanwhile, the LDP will choose its prime ministerial candidate today at a party meeting which will have the choice of Mr Michio Watanabe, an ailing former foreign minister and old-style politician, and Mr Yohei Kono, the chief cabinet secretary, who has promised to reform the party if selected.

Unless the LDP can convince

Sluggish US growth fails to deter financial markets

By George Graham
in Washington

THE US economy grew far more sluggishly in the second quarter than economists had expected, but the financial markets found a silver lining to the superficially gloomy report.

The Commerce Department said US gross domestic product grew at an annual rate of only 1.6 per cent last quarter, after the weak 0.7 per cent growth of the first quarter.

Mr Ron Brown, the Commerce Secretary, said there were encouraging signs in the report, but "while we are clearly out of a recession, these figures reflect anaemic growth that will not produce the jobs we need".

The Commerce Department said strong rises in personal spending, business investment and exports were offset by a slowdown in inventory building

by businesses, which subtracted \$25.3bn from growth in the second quarter, after adding \$23.7bn in the first quarter.

Personal consumption rose at an annual rate of 3.8 per cent in the second quarter, led by purchases of durable goods, while non-residential fixed investment rose at 13.3 per cent and exports at 6.7 per cent.

This left real final sales, which exclude the inventory effect, growing at an annual rate of 3.7 per cent, after contracting at a rate of 1.2 per cent in the first quarter.

Mr Bill Dudley, an economist with Goldman Sachs said: "If you look at the guts of the report, it says the economy is doing fine."

Mr Jason Benderly, of Benderly Economic Associates, a Colorado research company added: "The combination of final sales growth at 3.7 per cent and the slowdown in inventory growth is a reason

to be less worried about a very sluggish number."

This interpretation of the figures sent bond prices up sharply yesterday, pushing yields to all-time lows, while share prices broke into record territory. At 1pm the Dow Jones industrial average was up 18.44 at 3,057.89.

The weak GDP figure came only a week after Mr Alan Greenspan, chairman of the Federal Reserve, predicted second quarter growth at 2.5 to 3 per cent.

Members of Congress were last week perturbed by Mr Green span's signal that the next move for US interest rates was likely to be up, and Mr Henry Gonzalez, chairman of the House of Representatives banking committee, yesterday took Mr Greenspan to task for his errant forecast. "If the Federal Reserve chairman can miss that one by a hundred per cent, as he apparently did last week, we are in real trouble."

Previous truces have collapsed almost immediately. Fighting continued yesterday around Zuc, a strategic hill protecting Sarajevo from the north. Serb forces had captured vital points, Belgrade media reported.

Commander Barry Freyer, the UN military spokesman in Sarajevo, said: "The Bosnians are continuing to put up their defence and counter-attack. There is shelling on both sides but predominantly on the Serb side." He said he hoped that rival military leaders would meet today, but nothing was certain.

In Washington yesterday, Mr Francois Leotard, the French defence minister, said the western allies with troops in Bosnia would not tolerate further attacks on UN troops and were prepared to quickly launch air strikes if they continued.

Italian pay-offs said to top \$80m

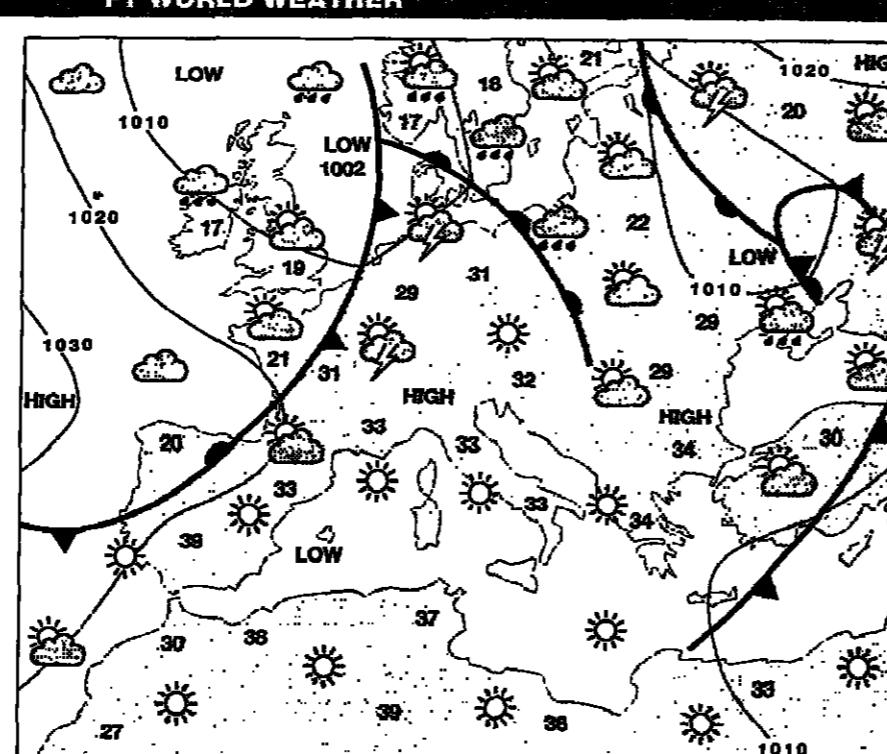
Continued from Page 1

Enimont affair. In particular Mr Forlani was alleged in the warning to have received £35m on behalf of his party.

Mr Forlani claimed the allegations were false as did Mr Craxi, Mr La Malfa and Mr Pomicino. Mr Craxi was alleged to have received £1.5m.

According to L'Espresso, 70 per cent of the bribes were split between the Christian Democrats and Socialists, with the remainder going to individual politicians, midwives and employees of Enimont. Among these was allegedly the late Mr Gabriele Cagliari, the former chairman who committed suicide in jail two weeks ago.

FT WORLD WEATHER



Europe today

A frontal system associated with a complex area of low pressure west of Norway will move slowly to the European continent. Ahead of this, southerly winds will draw very warm and moist air to the north. In the afternoon and evening, thunderstorms will develop in France, Germany and the western Alps. Over the UK, it will be cool with outbreaks of rain or local showers. Temperatures will reach 15C-20C. In southern and south-eastern Europe, it will continue mostly sunny and very warm. In southern Spain, temperatures will rise locally over 40C. There will be sunny intervals interspersed with showers over Scandinavia. The showers will be most frequent in the north. Afternoon readings will be between 15C and 20C.

Five-day forecast

Until Sunday, a series of depressions will ensure more thunder showers in western and central Europe. Readings will be about 21C. By Sunday, a building high pressure area over Germany will cause temporarily drier conditions and higher temperatures. In most of the UK and Scandinavia, it will continue unsettled and rather cool. In southern Europe, no significant changes are expected.

TODAY'S TEMPERATURES

	Maximum	Berlin	fair	31	Chicago	fair	29	Faro	sun	31	Majorca	sun	35	Rangoon	cloudy	32	
Abu Dhabi	30	Bermuda	shower	28	Cologne	thund	29	Frankfurt	thund	31	Malta	sun	34	Reykjavik	rain	13	
Accra	cloudy	28	Birmingham	fair	19	Copenhagen	fair	23	Geneva	fair	32	Manchester	shower	17	Riyadh	fair	45
Accra	sun	27	Bombay	rain	30	Dakar	shower	18	Glasgow	shower	30	Rome	sun	31			
Amsterdam	cloudy	20	Bordeaux	cloudy	23	Dates	fair	23	Hamburg	shower	31	St. Petersburg	rain	15	S.Francisco	hazy	22
Athens	sun	34	Brussels	showers	22	Dates	thund	38	Helsinki	fair	22	Mexico City	shower	22	S.Singapore	rain	24
Bangkok	rain	35	Budapest	fair	31	Darwin	fair	37	Hong Kong	cloudy	31	Miami	sun	34	Stockholm	cloudy	20
Barcelona	fair	30	Buenos Aires	fair	10	Dubai	cloudy	36	Istanbul	fair	31	Milan	sun	34	Sydney	showers	18
Beijing	shower	31	Cuba	sun	32	Dublin	cloudy	18	Istanbul	fair	31	Montreal	showers	25	Tel Aviv	sun	33
Belfast	showers	17	Cape Town	fair	15	Johannesburg	shower	16	Karachi	sun	32	Nairobi	sun	34	Tokyo	fair	31
Brussels	sun	33	Caracas	shower	27	Edinburgh	rain	18	Khartoum	sun	34	Nicosia	fair	33	Toronto	showers	22

Lufthansa, Your Airline.

Lufthansa
German Airlines

Bosnian leaders discuss union of republics

By Laura Silber in Geneva and agencies

INTERNATIONAL mediators in Geneva yesterday proposed a union of three Bosnian republics, as the guardian of sound money would have suffered serious damage. There is little in Germany's domestic situation to justify further relaxation. Inflation and money supply growth remain excessive. Significantly, the German bond market weakened when a cut was expected ahead of yesterday's meeting, a sign that financial markets were worried about the inflationary consequences of premature easing.

That is, after all, logical. Had the Bundesbank cut its discount rate for the second time in a month just to save the French franc, its credibility as the guardian of sound money would have suffered serious damage. There is little in Germany's domestic situation to justify further relaxation. Inflation and money supply growth remain excessive. Significantly, the German bond market weakened when a cut was expected ahead of yesterday's meeting, a sign that financial markets were worried about the inflationary consequences of premature easing.

Business leaders, accustomed to dealing with the LDP, yesterday welcomed the expected appointment of Mr Hosokawa, the grandson of a Japanese wartime leader and member of a family which ruled parts of southern Japan during the feudal era.

The plan, presented by Lord Owen and Mr Thorvald Stoltenberg, sought to satisfy Serb and Croat demands for the partition of the republic along ethnic lines and the Moslem aim of creating a federal Bosnia, a United Nations official said.

Bosnian Serb leader Radovan Karadzic welcomed the plan and said he could accept it with "only minor changes" since it was "pretty close" to the Serb-Croat proposal.

Details of the mediators' proposals were unavailable yesterday because the conference participants have agreed to a news blackout of the peace talks. Diplomats said the proposal gave the central government control over foreign policy but few other powers.

Bosnia's President Alija Izetbegovic last night was consulting the Bosnian collective leadership after seeking revisions in the plan, which cast aside his calls for a centralised federation.

A UN official said the participants were talking "seriously, seriously, and constructively", but he admitted the talks could break down with little warning.

Bosnian leaders agreed to cease hostilities in the 16-month war. Mr Izetbegovic, Mr Karadzic and his Croat counterpart Mate Boban agreed to an immediate ceasefire, interrupting their session in Geneva to issue the order to their military commanders, said UN spokesman John Mills.

The three protagonists agreed that their commanders would remain in continuous session at Sarajevo airport while the Geneva talks continued. Despite the order to implement the accord immediately, there was no sign in Bosnia that any ceasefire would hold.

Previous truces have collapsed almost immediately. Fighting continued yesterday around Zuc, a strategic hill protecting Sarajevo from the north. Serb forces had captured vital points, Belgrade media reported.

Commander Barry Freyer, the UN military spokesman in Sarajevo, said: "The Bosnians are continuing to put up their defence and counter-attack. There is shelling on both sides but predominantly on the Serb side." He said he hoped that rival military leaders would meet today, but nothing was certain.

In Washington yesterday, Mr Francois Leotard, the French defence minister, said the western allies with troops in Bosnia would not tolerate further attacks on UN troops and were prepared to quickly launch air strikes if they continued.

THE LEX COLUMN

Twilight of the ERM

FT-SE Index: 2917.6 (+33.4)

Source: FT Survey
Share price/period
1985 1986 1987 1988 1989 1990 1991 1992 1993

bounce in profits from paints, explosives and industrial materials.

The days of self-delusion are, however, fast. German rates will not come down fast enough or fast enough to reflate the French economy. The peseta, escudo and the Danish krone look more immediately threatened. But barring a miracle it looks only a matter of time before the French franc's position in the ERM is untenable too. Intervention on yesterday's scale cannot continue indefinitely, especially since that would once again put German money supply targets out of reach.

Today's French unemployment data may determine the timing of the final denouement. Thereafter the market would be back to judging currencies on their fundamentals. Comparison with the franc might then quickly put the mighty D-Mark in a much less favourable light. Yesterday it was already falling sharply against the dollar.

Since the economic cycle is unlikely to offer much immediate help - and exchange rates could take an adverse lurch - progress from here will rely on management action. The product swaps and cost cutting undertaken by ICI show the right mix of imagination and rigour. More of the same on both sides of the business is now required to justify the decision to split.

ICI/Zeneca

A year after the plan to demerge Zeneca from ICI was unveiled, the issues facing the businesses have barely changed. The outlook for agrochemicals now housed in Zeneca remains at best patchy as the reform of the Common Agricultural Policy takes its toll. Sales of Tenormin, the biggest drug in the pharmaceuticals business, are still falling following the expiry of its US patent. ICI's petrochemicals business is struggling against poor margins. Slow recovery in the US and deteriorating prospects in Europe continue to postpone a

millionaire moguls of the television sector have again demonstrated their penny pinching skills, enabling LWT to widen half-year trading margins by 7 percentage points to 26.6 per cent. Despite a minimal rise in advertising revenue, LWT's assault on costs produced a 20 per cent increase in pre-tax profits. However, the scope to trim costs further is diminishing. Earnings growth will increasingly depend on pushing more work through its studios and boosting advertising income. But both tasks

will be tough in today's sticky trading climate. Moreover, when the preferred shares convert next month, the dividend cover is likely to be set at between two and 2½ times. That is hardly generous for such a cash-generating business.

LWT's recent share price rise, though, owes more to speculative appeal than trading outlook or prospective yield. Granada's acquisition of a 20 per cent stake at a premium price seemingly emphasises LWT's worth as a bid target. Yet this theory may prove suspect if, as Sir Christopher Bland, LWT's chairman, believes, the balance of

FINANCIAL TIMES COMPANIES & MARKETS

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Friday July 30 1993

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INSIDE

UAL results exceed expectations

United Airlines' parent, UAL, revealed better-than-expected second-quarter earnings of \$22m, or 54 cents a share. But it noted the results were still far from satisfactory and warned that further cost-cutting was necessary. Page 22

Earnings slide at RJR

RJR Nabisco, US food and tobacco group, announced an 11 per cent fall in second-quarter net income to \$77m, as the US cigarette price war US continued to take its toll. Page 20

Bass to sell off-licences

UK's biggest brewer, Bass, confirmed it is negotiating the sale of its Augustus Barnett off-licence chain to Allied-Lyons, the food, drinks and retailing group, in a £40m deal. Page 20

Christiania Bank back in profit

Christiania Bank, Norway's second-biggest, has returned to profit. Operating profit was Nkr348m (£47.4m) for the six months to June, against a loss of Nkr131m previously. Page 21

Disney income improves 10%

Walt Disney, the US entertainment group, saw a 10 per cent gain in underlying third-quarter net income, despite a significant loss on its investment in Euro Disney in the quarter. Net income for the three months to June 30 was \$259.1m, or 48 cents a share. But the company lost \$30.9m on the quarter. Page 22

Merck to buy drugs distributor

The proposed takeover of Medco Containment Services, the US's biggest drugs distributor, by Merck, the country's (and the world's) largest manufacturer of pharmaceuticals could be a grab for market-share – or it could herald vertical integration in health care. Page 22

ITT net income up 152%

ITT, the diversified US conglomerate, reported a 152 per cent jump in second-quarter net income to \$267m, following improved performances from all but one of its eight main business lines. Page 22

LWT profits up 20%

LWT (Holdings) announced pre-tax profits of £16.5m for the half-year to June 30 – up 20.5 per cent on the same period of 1992. Sir Christopher Bland, chairman, said the company's profit margins were among the highest in the industry. Page 26

Jo'burg's solid investment

In uncertain times, gold bulls at least can smile. The performance of the JSE this year has been dominated by the 250 per cent gain in the All Gold index to its current level of 1,970, from 786 at the start of the year. Back Page

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Chief price changes yesterday

FRANKFURT (DM)		PARIS (FFP)	
Fliesen	425	Fliesen	47
Giese	369.5 + 7.5	Axa	1380 + 47
Henzel	1085 + 22	Emser Int	509 + 33.8
Philip Morris	516 + 12	Stamps Copper	418 + 12
Siemens	480 + 25	Stora Enso	572 + 23
Polaris	900 - 20	Fellie	670 - 35
Bit & Berger	350 - 35	Ferr Lyman	670 - 35
Colgate-Palmolive	1350 -	Tattinger	1800 - 75
Flame	424 + 24	TOKYO (Yen)	19
American Int'l	474 + 24	Full Spinning	547 + 34
Chrysler	44 + 7	Marconi Corp	552 + 52
General Motors	478 + 14	Merck Serono	558 + 63
IT	599 + 14	Merck Serono	1400 + 90
Unilever	405 + 2	Scars	2110 + 140
Transmecanics	474 + 24	Shokusan Juze	597 + 51

New York prices at 12.30pm.

LONDON (Pence)		Paris A	
Amico (Lever)	100 + 6	Prox Financial	400 + 13
Baby Li	65 + 7	Redland	504 + 16
Cast & Wire	614% + 26%	Saville Gordon	47 + 3
Carrie	55 + 5	Schles Isols	388 + 12
Deutsche	110 + 5	Unitech	258 + 10
Fiat Int'l	65 + 7	Vellie	646 + 24
Glymed	310 + 15	Zeneca	646 + 24
Hannover Ctrs	180 + 11	Fellie	646 + 24
Hewlett Packard	721 + 11	Abbey Panels	233 - 25
Hotels Tech	143 + 11	Andrew Sykes	89 - 10
IC	668 + 16	Art Filings	89 - 6
Lev Service	411 + 18	Redditch	39 - 6
Post Help	261 + 12		

Turnaround at home revives GM

By Martin Dickson in New York

ing on the New York Stock Exchange. GM is in the throes of huge cost-cutting programme in its key North American vehicle operations, which last year lost \$4.5bn on the basis of earnings before interest and tax (EBIT).

It said yesterday it was on target to achieve its aim of break-even on an EBIT basis in North America this year. In the second quarter it made \$675m, against a loss of \$286m a year ago, and for the first half its earnings totalled \$1.2bn, compared with a loss of \$2.45bn.

However, the second half of the year, which involves many model changes, is usually tougher financially than the first and GM also faces potentially difficult negotiations with the United Auto Work-

ers over a new three-year labour contract. On a net income basis, its North American operations were still \$55m in the red in 1992. Company officials acknowledged there was still a long way to go to restore North America to acceptable profitability.

GM's share of the US vehicle market dipped to 34.8 per cent, against 35.5 per cent a year earlier. It said this was due to its strategy of reducing less profitable sales to hire-car companies.

Its international automobile operations earned \$358m, up from \$234m, helped by a strong sales and financial performance in Latin America. Its European operations were profitable, despite the severe downturn in many continental markets,

although profits were lower than last year. Mr Rick Wagner, chief financial officer, said the European market might be close to the bottom. But it could bump along there for some time, with recovery beginning in late 1994 or 1995.

The group's financial services business, General Motors Acceptance Corporation, contributed \$235m of income, compared with \$222m, while GM Hughes Electronics made \$322m, against a loss of \$397m after special charges. The Electronic Data Systems subsidiary made \$178m, up sharply from \$157m.

For the first half, GM recorded net income of \$1.4bn, against a loss of \$31.7bn – mostly a non-cash accounting charge. Lex, Page 18

RJR pins fall on cigarette wars

By Patrick Harverson
in New York

RJR Nabisco, the US food and tobacco group, yesterday announced an 11 per cent decline in second quarter net income to \$77m, as the US cigarette price war continued to take its toll.

Mr Charles Harper, chairman and chief executive, said: "The extremely competitive domestic tobacco environment led to a significant decline in our earnings." Annually, RJR's US cigarette business grew by more than half group operating profits.

The price war began in April when Philip Morris, RJR's biggest US rival, cut the prices of its flagship Marlboro brand in an attempt to halt the growing popularity of discount cigarettes. RJR then lowered the prices of its Winston and Camel brands.

Mr Harper issued a warning about the group's earnings prospects, saying that RJR expected to incur "significant expenses" as it adjusted to the changing business environment. "Those expenses, along with lower domestic tobacco revenues, will further depress our financial results through year-end."

The warning and the lower profits hit RJR's shares, which eased 3% to \$5.2 – a 52-week low – on the New York Stock Exchange.

RJR's second quarter profits would have been higher but for an after-tax charge of \$65m related to the repurchase and retirement of debt. RJR's results in the same quarter a year ago were also affected by a charge.

Excluding the special items, RJR's earnings in the latest quarter were 32 per cent lower than in the same three months of 1992. Operating income fell 24 per cent to \$82m and net sales dropped 7 per cent to \$3.72bn.

RJR's worldwide tobacco business saw net sales fall 13 per cent to \$2.03bn, following a 20 per cent drop in domestic sales. The company said, however, that the price cuts and increased promotion should lead to improved sales of its top brands.

The food businesses reported a modest improvement in second quarter sales to \$1.69bn, reflecting better biscuit volumes, cost savings and contributions from acquisitions.

The news of RJR's falling profits comes a month after the group abandoned plans to raise \$1.5bn through an offering of shares pegged to the performance of its food division.

Andrew Adonis charts STC's fate since its takeover by Northern

Matif and DTB speed up links

By Alice Rawsthorn, Ariane Gérard and Sara Webb

than the "1992" hype of the late 1980s led Northern to expect.

In retrospect, Northern's main gain from STC was a UK base with a sales force they can use to sell their own product lines," says Mr Larkin.

He points to Northern's joint venture with Matra, the French electronics group, and its current negotiations with Bosch for a similar arrangement, as showing that it now views direct investment in local partners as the best way into individual EC markets – yielding the advantages of access and local facilities without the up-front cost or the hassle of managing unfamiliar businesses as part of an acquisition.

Mr Ian Craig, Northern's European director, implicitly accepts this, stressing partnerships as "the way of the future". "We have 20 partners across the continent, five in joint ventures, and we intend to build on that." Northern insists it has no plans to withdraw further from the UK. The switching, transmission, radio/microwave and integrated networks divisions of the former STC are now "fully integrated" into Northern's product divisions. Mr Craig says earnings from the UK operation are about 25 per cent up on last year and orders nearly a third ahead.

For Alcatel, which already has a thriving undersea cable division, the purchase of STC Submarine Systems exemplifies the policy of "niche" acquisition to bolster existing strengths. STC's success in the North American market, in which AT&T is a powerful competitor, will complement Alcatel's position in the Mediterranean region and leave the new alliance well placed to dominate the undersea cable market.

Only Greenwich goes with the sale to Alcatel. To keep

INTERNATIONAL COMPANIES AND FINANCE

Argentaria rises 14.6% to Pta43bn after provision

By Tom Burns in Madrid

ARGENTARIA, the state-controlled Spanish banking group that was partially privatised earlier this year, lifted first-half net profits by 14.6 per cent to Pta43.1bn (\$324m) after putting aside a Pta49.5bn provision for non-performing loans.

The profit figure was due to high earnings in fee commissions which were up by 13.3 per cent to Pta24.2bn and, in particular, to sharply increased extraordinary income which was up 33.6 per cent and realised Pta40.1bn.

Reflecting Argentaria's tightened management structure, nearly half of the extraordinary income was raised through loans recoveries.

The banking group's provisions, which increased by 45.6 per cent against the first six months of last year, raised Argentaria's non-performing loan coverage to 91.4 per cent.

Argentaria reported an

improved return of assets, to 0.87 per cent from 0.81 per cent in the first half of last year. The group's return of equity was up to 15.1 per cent from 14.6 per cent.

In early May, Argentaria placed just under 25 per cent of its shares on the market in an offering aimed at both the domestic retail market and foreign institutions. By the end of June, the offered share price of Pta3.800 had been valued by 24.3 per cent to Pta4.725.

• Banco Essi, the investment banking subsidiary of Portugal's Espírito Santo Financial Holding, has joined Mr George Soros, the investor, in establishing a \$100m development capital fund, Reuter reports from Madrid.

The new fund, Espírito Santo Development Capital Investors, will make equity and equity-related development capital investments in companies located in Portugal or with significant business activities in that country.

"Esdicil's objective is to achieve long-term capital appreciation on its investments," Espírito Santo said.

The lead investor will be Soros Capital, which will contribute \$50m, while the Espírito Santo group will contribute \$7m to the new fund, through Banco Essi.

The Portuguese group did not say who would contribute the rest of the capital.

Soros Capital would be the vehicle through which Quantum Emerging Growth Partners would conduct some of its investment activities, the Portuguese group said.

A representative of Soros Capital will be appointed to Esdicil's board of directors as well as to the executive and advisory committees.

Sharp rise at Bank Austria in first half

By Ian Rodger in Zurich

BANK AUSTRIA, Austria's largest bank, has reported a sharp improvement in earnings in the first half and forecast a 26 per cent rise in first-year pre-tax profits to Sch4.3bn (\$55m).

Improved interest margins, active securities markets and rationalisation measures following the 1991 merger which created the bank, contributed to a 51 per cent jump in first-year pre-tax profits to Sch2.01bn.

Mr Rene Alfonso Haiden, the chief executive, said the bank expected for the second half "a basic continuation of the positive tendencies in the first half".

The bank announced that it planned to launch an American Depository Receipt (ADR) programme on its preferred shares in the autumn. Last year, it started ADRs on its ordinary shares.

A London listing was postponed earlier this year because of the bank's poor 1992 results. It would be considered next spring at the earliest, the bank said.

In the first half, net interest income grew 11.6 per cent to Sch5.6bn due largely to the unwinding of an inverted yield curve during the period.

The bank said lending business was sluggish, and loans outstanding fell 0.8 per cent to Sch349.2bn. Commission income was flat at Sch1.23bn.

Partial operating profit, which excludes securities trading for the bank's own account, soared 41 per cent to Sch1.15bn. The bank cautioned that this growth rate figure, like that of pre-tax profit, was flattered by the depressed banking conditions in the first half of last year.

Total assets grew 3.3 per cent to Sch562.8bn.

The bank said its rationalisation programme was on schedule. The number of employees has been cut to 9,350 from 9,924, since the merger, and 18 of a planned 86 branch mergers completed.

Bank Austria is 51 per cent owned by two institutions controlled by the city of Vienna.

Underwriting holds back Allianz

By Richard Lapper

ALLIANZ, Germany's largest insurance company, yesterday reported a dip in pre-tax profits to DM1.62bn (\$85m) in 1992 after suffering its first underwriting losses in its domestic market since 1971.

The result, which compares with pre-tax profits of DM1.78bn in 1991, was better than most analysts had expected, mainly because of an improved performance by overseas subsidiaries.

After-tax profits fell to DM857.5m compared with DM1.048bn in the previous year, due to a higher tax charge. Earnings per share (calculated on the same basis as UK and US companies) were

DM26 compared with DM25.05, a rise of 23.7 per cent.

Underwriting losses in the German non-life market, where Allianz has a 17 per cent share, reflected heavy motor theft and weather-related claims. They were offset by an improvement in the results of foreign subsidiaries, which were helped by effect of cost cutting and higher premium rates.

Allianz subsidiaries in the UK (Cornhill), Italy (RAS), France (Allianz Vira) and the USA (Fireman's Fund) improved their underwriting results by DM350m. Overall underwriting losses were DM1.68bn compared with DM1.78bn in 1991.

Investment income

amounted to DM3.305bn, DM250m less than in 1991 when extraordinary earnings from an asset swap, involving the group's Austrian subsidiary, amounted to DM434m.

"Allianz is in good shape for the single market. The company is leaner, more streamlined and even more customer-oriented," said Dr Henning Schulze-Noelle, chief executive.

Overall premium income rose by 12.3 per cent to DM54.7bn, of which DM25bn is generated from Germany.

The figures reflected the consolidation for the first time of figures for the second half-year from Deutsche Krankenversicherung, Allianz's health insurance subsidiary. At an underlying rate, income grew

at a rate of 10 per cent. Deutsche Versicherungen (DVAG), the former east German state-owned insurer acquired by Allianz in 1990, saw its premium income increase by 20 per cent, partially because of increases in premium rates.

"The group is expecting further growth in premium income in 1993 to DM56bn but says its main focus is on improving underwriting results, through premium increases, restrictions in cover and cost cutting. The group lost 4,000 employees in 1992 mainly because of a shake-up at DVAG, and plans further reductions in 1993, cutting staffing levels from 63,000 to 60,000 people.

Telecom sales match Sip expectations

By Helga Simonian in Milan

SIP, Italy's main telephone operating utility, reported sales of L945.1bn (\$86m) in the first five months of this year. The company failed to produce comparable figures for the corresponding period in 1992, but claimed its results were in line with expectations.

The company said sales for the first half, due to be released in September, would be similar to the L10.601bn reported in the first six months of 1992.

The figures came as the Italian government gave its approval to the restructuring plan for the telecommunications sector, dominated by Stet, Sip's parent company, which is in turn controlled by the IRI state holding group.

The plan envisages the streamlining of the complex telecoms sector, which currently includes seven leading public sector groups, and the creation of a single entity, tentatively called Telecom Italia.

In a first move, Sip is expected to merge with Italcal, the long-distance international car-

rier, early next year.

Mr Ernesto Pascale, Sip's chairman, said the company would not be seeking across-the-board tariff increases next year, but said it would try to restructure charges within existing cellings.

The number of telephone subscribers rose to 23.9m by end-May, while subscribers to Sip's highly-profitable mobile telephone service climbed to 864,000.

• Sogefi, the Italian auto components group controlled by Mr Carlo De Benedetti's Cir-

holding company, is setting up a joint venture with Arvin Industries of the US to rationalise their car exhaust systems businesses.

The new company, which will have sales of about £800m and 1,600 employees, will be Europe's biggest producer of silencers. It will have four factories in Italy, France and the UK.

The joint venture, combining Arvin's US exhaust technology with Sogefi's European sales and commercial know-how, will be geared exclusively to the replacement market.

UK brewer to offload drinks retail chain

By Philip Rawstorne in London

LIFTED by the £49.5m acquisition of 667 Peter Dominic outlets from Grand Metropolitan two years ago, it is the leading retailer with 1,600 shops and a 10 per cent share of the take-home drinks market.

The merger of Victoria Wine and Augustus Barnett would give Allied an 8.6 per cent market share, well ahead of other specialists such as Oddbins and Cellar 5 with shares of under 2 per cent.

It would increase sales opportunities for its spirits and beer brands, improve its purchasing power and enable it to compete more effectively against the grocery multiples.

Lex Service acquires Arlington for £49.5m

By Paul Taylor in London

IT WILL INCREASE Lex's share of the new car sales market in the UK to 3.6 per cent from 3.1 per cent.

The deal, which will be completed tomorrow, is an important step for Unigate, which has been refocusing its business on food and distribution. The proceeds of the sale will be used to reduce existing borrowings with gearing expected to drop to about 43 per cent from about 60 per cent.

It comes less than three months after Unigate was forced to postpone the planned public offering of Black-eyed Pea and Taco Bueno, its US restaurant businesses.

Whitbread's Thresher chain,

Government 'would look at Fnac deal'

By Alice Rawsthorne

MR EDMOND Alphandéry, France's economy minister, yesterday said the government would examine the impact of a change of ownership at Fnac, France's largest books retailer.

GMF, the mutual insurance group that owns Fnac, has announced plans to sell a 55 per cent controlling stake to Aulus Finance, part of the Credit Lyonnais banking group, and Générale des Eaux, the utility and media concern.

However, the prospective purchasers have only agreed to take an option on the stake and have until October to decide whether to exercise it.

Mr François Pinault, head of the Pinault-Printemps retailing group, has also indicated an interest in Fnac.

Mr Alphandéry said the government "would not shirk from examining the effect" of a change in Fnac's ownership "whoever takes over the company".

DSM passes payout as profits plummet

By Ronald van de Krol in Amsterdam

DSM, the Dutch chemicals group, posted a sharp drop in second-quarter profits and warned that it expected a "clearly negative" result in the third quarter.

The company, which has been hit by the recession in Europe, omitted its interim dividend but refused to be drawn on whether it would pay a dividend for the full year.

Net profit in the second quarter tumbled to Fl 41m (£2.1m) from Fl 110m a year earlier, repeating a pattern set in the first quarter when profit slumped to Fl 6m from Fl 100m.

It blamed the downturn on lower gross margins for ethylene derivatives, caprolactum, monamine and fertilisers, as well as on lower sales volumes.

Turnover fell by 14 per cent to Fl 4.2bn.

Recession has hit demand from leading customers such as Germany's carmakers.

Waterford Foods plc

(Incorporated and registered in Ireland under the Companies Acts, 1963 to 1990. Registered No. 105940)

Introduction to the Official List

Issue of Cumulative Redeemable Preference Shares of IR5p each at
IR £1 per share
Arranged by AIB Corporate Finance Limited

Share capital following the issue of preference shares

Authorized	Issued
5,750,000	
24,000,000	3,348,612
678,928	24,000,000
2,500,000	678,879
	750,000

The principal activities of Waterford Foods plc are the production of dairy based consumer food products and ingredients in Ireland, Great Britain and the United States for distribution in many parts of the world. The Group also operates a fruit juice packing and distribution business in Great Britain.

Application has been made to The Stock Exchange for the A Ordinary Shares of Waterford Foods plc already issued which are currently dealt in the Unlisted Securities Market in Dublin to be admitted to the Official List in Dublin and London. Application has also been made for the Cumulative Redeemable Preference Shares to be admitted to the Official List in Dublin. It is expected that the applications for listing will be heard on 25th August, 1993 and that dealings will commence on 26th August, 1993. No application for listing has been made in respect of the B Ordinary Shares or the Convertible Redeemable Preference Shares in the capital of the Company.

Copies of the listing particulars of Waterford Foods plc may be obtained during normal business hours on any weekday (Saturdays and Public Holidays excepted) up to and including 3rd August, 1993 from the Company Announcements Office, The Irish Stock Exchange, 28 Anglesea Street, Dublin 2 and the Company Announcements Office, The London Stock Exchange, London Stock Exchange Tower, Capel Court Entrance, of Bartholomew Lane, London EC2 (by collection only). Copies may also be obtained on any weekday (Saturdays and Public Holidays excepted) up to and including 13th August, 1993 from the registered office of the Company: The Friary, Main Street, Dungarvan, Co. Waterford and from:

AIB Corporate Finance Ltd.,
AIB International Centre,
IFSC, Dublin 1.

Goodbody Stockbrokers,
122 Pembroke Road,
Ballsbridge, Dublin 4.

NCB Stockbrokers,
48/53 Lower Mount Street,
Dublin 2.

Union Bank of Norway U.S. \$27,000,000

Subordinated Floating Rate Notes due 2002
In accordance with the provisions of the Notes, notice is hereby given that the rate of interest for the three month period ending 29th October, 1993 has been fixed at 5.1125% per annum. The interest accruing for such three month period will be U.S. \$6,532.64 per U.S. \$10,000 Note against presentation of Coupon Number 5.

Union Bank of Switzerland
London Branch Agent Bank
27th July, 1993

NOTICE OF REDEMPTION SUMITOMO CORPORATION OVERSEAS CAPITAL LIMITED JAPANESE YEN 10,000,000,000 PER CENT NOTES DUE 1995

NOTICE IS HEREBY GIVEN that Sumitomo Corporation Overseas Capital Limited has decided to redeem all of the notes of the above series due September 1995 (the "Notes"), pursuant to 203 of Terms and Conditions of the Notes. On and after the redemption date mentioned above, the Notes will cease to accrue interest. The Notes are to be surrendered to the offices of Citibank N.A. at the address below. The Notes, together with all interest coupons maturing subsequent to the redemption date mentioned above, should be presented and surrendered at the offices set forth above on the redemption date.

July 30, 1993
By Citibank, N.A. Fiscal Agent

CITIBANK

Sakura Finance Asia Limited Incorporated in the Cayman Islands

Mitsui Finance Asia Limited U.S.\$150,000,000

Guaranteed Floating Rate Notes 1997

In accordance with the provisions of the Notes, notice is hereby given that for the three month period 30th July, 1993 to but excluding 29th October, 1993 the Notes will carry an interest rate of 3.75% per annum. Coupon will be U.S.\$90.05 on the Notes of U.S.\$10,000.

Sakura Trust International Limited
Agent Bank

INTERNATIONAL COMPANIES AND FINANCE

Christania bounces back to black

By Karen Fossli in Oslo

CHRISTIANIA BANK, Norway's second-biggest bank, has bounced back to profit during the first six months helped by securities gains, increased net interest income and a reduction in credit losses.

The bank's operating profit, after credit losses, was NKR348m (\$47.4m) for the six months to June, against a loss of NKR131m previously. Net profits totalled NKR324m, compared with a loss of NKR152m.

However, Christiania warned that problems in the fisheries industry - to which it has

loans of NKR8bn - had forced up credit losses to NKR361m in the second quarter, from NKR261m in the first three months.

At the end of the second quarter, gross non-performing fisheries loans reached NKR2.3bn, while exposed commitments were NKR1.1bn. The bank has made specific provisions of NKR1.1bn to this end.

Christiania said its main exposure to the fisheries industry was loans to clients outside Norway - primarily in Seattle, where excess capacity in relation to fishing quotas had sharply reduced revenue.

The bank said it had been forced to lower the value of collateral covering fisheries loans and warned of considerable uncertainty attached to the new valuation and charge accounts with NKR1.1bn in a write-down of fixed assets, against NKR361m last year.

However, the tone of the bank's statement was generally upbeat.

"Christiania's performance continues to improve and I note with satisfaction that in the second quarter the bank has again shown a net profit despite heavy losses within the fisheries sector," said Mr

Borger Lenth, president. First-half net interest income rose by NKR44m to NKR1.6bn as non-interest income increased by NKR77m to NKR1.18bn, including a NKR415m gain on securities against NKR361m last year.

The bank said the end-June market value of its share portfolio was NKR1.3bn higher than its book value, while the market value of bonds and certificates was NKR58m higher.

During the six months, Christiania cut non-interest expenses by NKR38m to NKR41bn.

Norwegian medical group ahead at halfway

By Karen Fossli

HAFSLUND NYCOMED, the Norwegian group best known for its radiology products, yesterday reported a slight increase in first-half pre-tax profits to NKR782m (\$106.4m) from NKR757m, but said it may double the dividend.

"The board will consider increasing the dividend per share for the current financial year by up to twice last year's distribution, bringing the payout ratio into line with other pharmaceutical companies," Hafslund said.

The company paid a total of NKR2.20 a share last year.

Group sales improved by NKR175m to NKR2.75bn for the six months, following an increase in royalties to NKR361m from NKR72m.

Operating expenses increased by NKR34m to NKR1.79bn.

Operating profit fell by NKR101m to NKR741m, including research and development costs of NKR261m against NKR341m last year.

However, Hafslund said that operating profit - once it had been adjusted for the shipping business spun off last year into a separate bourse-listed company - had risen by 2 per cent.

● Dyno Industrier, the diversified industrial group, reported a fall in first-half pre-tax profits to NKR144m from NKR145m.

Sales rose by NKR1.75m to NKR4.005bn, helped by acquisitions and a higher dollar exchange rate.

"While the European recession continues to affect profits for the explosives group and parts of the plastics group, the rest of the corporation's operations produced profits above or near last year's levels," the company said.

Dyno forecast continued improvement in chemicals and automotive parts, but warned of low demand for explosives in Scandinavia.

Loss at Sumitomo Chemical

By Gordon Cramb

SUMITOMO Chemical, the Japanese chemicals and aluminium producer, has fallen into loss for the six months ended June - its first since 1986 - and will not pay an interim dividend.

It blamed the performance, which came on an 11 per cent fall in sales to Y285.9bn, (\$2.7bn), on the long-lasting economic recession in Japan and the rapid yen appreciation during the period.

Exports, which represent about one-eighth of sales, were down 14 per cent.

The pre-tax loss of Y2.93bn (in large measure stemming

from a Y2.83bn operating loss) compares with profits of Y2.68bn before tax in the same period of 1992.

Chemical volumes and product prices both declined, the company said, more than offsetting the benefit of cheaper raw materials.

The loss would have been worse but for a Y4.7bn gain on the sale of securities. The net loss was Y3.35 a share, against earnings of Y3.10, almost all of which last time was absorbed in an interim dividend payout of Y5 a share.

For the full year, Sumitomo Chemical expects sales of Y570bn, compared with Y624.2bn, but made no

earnings forecast.

It said, however, that it did not expect a material impact on the results from an explosion earlier this month at an epoxy resin plant.

Moody's Japan, the credit rating agency, warned yesterday that credit risks of some of the country's chemicals companies could weaken in the coming years, for which it forewarned a "dramatic restructuring" involving a "permanent reduction in the number of players, something the industry has never experienced before."

Sumitomo Chemical's debt carries a Baal rating, higher than that of its peers.

Ingersoll-Rand in German buy

By Andrew Baxter

INGERSOLL-RAND, the US industrial and construction equipment group, is to expand its European interests with the purchase of a bearings business from Germany's struggling FAG Kugelfischer group.

The Torrington Company, I.R.'s wholly-owned bearings unit, is to buy Kugelfischer's needle and cylindrical bearing business, based at Klinsebeck in Germany.

Terms were not disclosed, but Mr J. Frank Travis, I.R. vice-president and president of

Torrington, said the purchase "greatly expands our presence in the European bearing market."

The Klinsebeck factory employs 1,200 and sells its needle bearings principally in Germany and western Europe.

Mr Travis said that its products would complement Torrington's existing bearing lines, and add significantly to its metric production capability.

Torrington already has plants in the UK and Spain, and joint ventures in France and Italy.

NZ telecom company up 61.5%

By Terry Hall in Wellington

TELECOM CORP, the New Zealand phone company, yesterday reported a 61.5 per cent lift in tax-paid profits to NZ\$11.82m (US\$8.52m) for the three months ended June.

Mr Peter Shirtcliffe, chief executive, said the result heralded a very promising result for the full year.

Telecom, which is 60 per cent owned by Bell Atlantic and Ameritech, also announced plans for a capital restructuring which will reduce the num-

ber of shares on issue by 30 per cent and repay capital to shareholders.

Mr Shirtcliffe said Telecom had been boosted by robust volume growth in core markets and a "most satisfactory" reduction in operating costs. Operating revenues were little changed at NZ\$897.5m.

Operating expenses fell by 15.1 per cent due to reduced personnel costs, depreciation and other operating expenses.

Staff numbers have come down by 1,805 to 11,277 over the past 12 months. In May, the com-

pany announced plans to shed 5,000 staff over the next three years.

Earnings per share for the quarter were 5.1 NZ cents, compared with 4.1 cents.

On plans to restructure capital, Mr Shirtcliffe said that Telecom's assets were currently funded by capital at a ratio of 33 per cent debt to 67 per cent equity. This was more conservative than normal in the industry, he said.

The proposed restructuring was aimed at reducing the cost of capital.

Kirin cuts forecast for full-year profitability

By Gordon Cramb in Tokyo

KIRIN BREWERY, Japan's biggest beer producer, expects profits to fall this year, despite a 7.9 per cent increase to Y34.62bn (\$326.6m) before tax for the first six months.

The company has cut its forecast for parent company pre-tax profits to Y80bn, down from the Y82.70bn it made for 1992 and the modest rise to Y83bn it had earlier projected for 1993.

That had been based on an assumed 3 per cent growth in beer sales, which Kirin now says has evaporated. Volume shipments have fallen, and revenue from the beer division edged ahead 0.4 per cent in the first six months. An unseasonably cool and rainy July will affect the second half.

Income is also thought likely to be affected by Kirin's temporary suspension of advertising following the arrest this month of senior executives on allegations of paying up to Y33m to *sakaya*, racketeers who disrupt shareholders' meetings unless their financial demands are met.

Yesterday, the board accepted the resignations of Mr Hideyo Motoyama, the chairman, and two other managing directors, who are taking responsibility for the scandal. Although leaving the board, they remain advisers.

An earnings fall this year would be the second in a row for Kirin, which is labouring under economic downturn as well as the high capital costs of opening new breweries - meaning an extra Y5.5bn in depreciation charges for 1993.

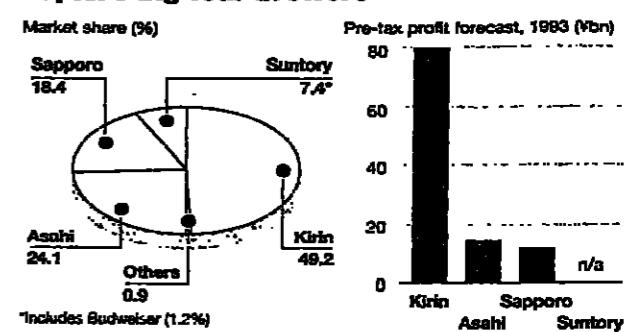
First-half revenues rose 1.1 per cent to Y616.5bn, helped by a strong contribution from pharmaceuticals.

New earnings per share, Y13.58 at the interim level against Y13.18, are expected to emerge at Y35.15 for the year, compared with Y35.15 in 1992. Kirin intends to maintain a dividend of Y10, of which Y5 is being paid for the first half.

Kirin officials spoke this week of "both material and less tangible merits" from an association with the world leader. But in spite of slow demand and a new plant which came on stream in May, they say their company does not

Competition's cold draught

Anheuser-Busch's defection looks set to shake up Japan's beer market, reports Gordon Cramb

Japan's big four brewers

need Budweiser to mop up excess capacity. They acknowledge that Budweiser is a potential rival to Kirin.

The relationship, contracted to last 10 years, will give Busch access to Kirin's bigger and more cohesive distribution network - for the most part, its wholesalers deal exclusively in products sanctioned by Kirin.

At the same time, Budweiser Japan will apparently be free to use other channels. Busch says it is not ready to discuss strategy. But it is believed to be seeking a significantly larger share of the Japanese market - figures of 3 per cent or even 10 per cent are being suggested. Kirin says: "We don't know how much Budweiser we are to produce."

In order to attain that sort of penetration, Busch is thought to be prepared to price Budweiser very aggressively.

Most industry watchers, however, see the benefits as more apparent for the US partner. It will have 90 per cent of the venture, called Budweiser Japan, with the remainder held by Kirin, whose earlier expectations of a 49 per cent stake were scuppered by the Fair Trade Commission, Japan's monopolies watchdog.

Kirin officials spoke this week of "both material and less tangible merits" from an association with the world leader. But in spite of slow demand and a new plant which came on stream in May, they say their company does not

see Budweiser as a potential threat. According to Moody's, the ability of Kirin, Asahi, Sapporo and Suntory to co-ordinate price increases is on the wane.

Regulatory scrutiny may be tightened, the credit rating agency says, but changes to the liquor tax law have already allowed in supermarkets and other store chains, which have greater muscle to demand discounts.

The brewers' networks have traditionally supplied small family-run outlets, and commonly undertake home delivery. The recent arrivals, by one estimate, now account for more than 10 per cent of all beer sales. Also, they offer a wide variety, "resulting in increased opportunities to switch brands".

Moody's urges the development of a broad portfolio of brands - rather than reliance on a single flagship label which may go out of fashion - in order to adjust to a maturing market which is also opening up.

At the same time, it warns that the aggressive capital outlays of recent years have weakened their financial strength and says their credit quality will remain under pressure.

Anheuser-Busch has put Y8.1bn (\$76.4m) into the Kirin venture and, with its financial muscle, come September it could force the domestic brewers to put their past cosy relationships on ice.

Bank of East Asia lifts interim dividend

By Simon Davies in Hong Kong

The results were in line with analysts' expectations, and Mr David K. P. Li, chief executive, predicted a strong performance from the banking industry in the current six months.

Bank of East Asia traditionally launches Hong Kong's corporate reporting season, and it is seen as heralding another impressive set of results from the colony's banks.

In spite of the uncertainty surrounding the Sino-British dispute overall have been exceptionally wide over the past year, and in the face of increasing competition analysts expect a reversal in this trend.

● Winsor Industrial, the big textile group, yesterday disappointed stock market expectations by announcing a 4 per cent decline in earnings for the year ended March. Net profit amounted to HK\$271.8m in 1992.

The company has continued to focus its attention on relocating production away from the colony, in the face of rising labour and land costs, and increasing competition in slow export markets. Profit margins weakened considerably in the second half of the year.

Mitsui Marine 1993**A Message from the President**

Ko Matsukata

During the business year under review, the earnings and expenditures position of the non-life insurance industry in Japan continued to experience difficulties. Compared to the previous year, there was a lower growth in premium increases and an increased loss ratio in the industry's main product, Automobile Insurance.

In June 1992, the Insurance Council published a report which addressed the issue of how to create the ideal Japanese non-life insurance business. A drastic reform of the system,

the first in over half a century, is now being studied and amendments to the Insurance Business Law and related laws are under review.

In the midst of this changing business environment, the Company will endeavor to further expand its business while making continuous efforts to improve qualitative aspects such as asset management, product development, claims surveying, as well as pursuing managerial efficiency. In this manner, Mitsui Marine intends to become a company showing high profitability and displaying comprehensive ability thus gaining the trust and high evaluation of the public and customers alike.

The Company will celebrate the 75th anniversary of its foundation in October, and on this occasion we would greatly appreciate your continued support and encouragement as we strive to forge ahead and develop our business.

★ FINANCIAL HIGHLIGHTS ★

	For the years ending March 31, 1991, 1992 and 1993	Yen in millions	U.S. dollars in thousands
Net premiums written	¥ 487,488	¥ 526,675	\$ 4,729,345
Premiums earned	457,056	501,044	4,586,345
Net income/(loss) from underwriting	4,239	(3	

INTERNATIONAL COMPANIES AND FINANCE

UAL tops expectations but warns of more cuts

By Karen Zagor in New York

UAL, parent of United Airlines, yesterday revealed better-than-expected second-quarter earnings of \$22m, or 54 cents a share. But it noted the results were still far from satisfactory and warned that further cost-cutting measures were necessary.

The net income compared with a loss of \$91m, or \$3.89, in the same period of 1992 when vicious domestic fare wars and the effects of recession hurt the entire industry.

At the operating level, UAL had earnings of \$84m, compared with a deficit of \$33m a year earlier.

Operating revenues rose to \$3.55bn from \$3.14bn, while operating expenses were 7.1

per cent higher at \$3.46bn. Mr Stephen Wolf, chairman, described the results as "clearly unsatisfactory. While considerable progress was made on a relative basis on cost reduction, long-term viability in the domestic market requires substantial further reduction in unit costs".

Earlier this month, UAL's three main unions said they would make substantial wage concessions in exchange for a large equity stake in the company.

Mr Wolf said the revenue performance continued to reflect fare discounting on domestic and North Atlantic routes as well as continued weak demand in the Pacific.

United's cost per available seat mile fell 3.8 per cent to

9.09 cents in the quarter, largely as a result of a \$40m annualised cost-cutting programme which started earlier this year.

United's yield - passenger revenue per mile flown - rose to 12.30 cents in the second quarter from 12.14 cents a year earlier. Its load factor averaged 67.4 per cent, against 67.5 per cent the previous year.

For the first half, UAL suffered a net loss of \$15m, or \$5.38 a share, excluding a one-time charge for debt retirement. A year earlier, UAL lost \$189m, or \$8.33, excluding the impact of accounting changes.

Operating revenues for the first half rose 12.6 per cent to \$6.88bn, while operating expenses were 8.5 per cent higher at \$6.92bn.

European side hits Walt Disney

By Karen Zagor

WALT DISNEY, the US entertainment group, reported a 10 per cent improvement in underlying third-quarter net income in spite of a significant loss on its investment in Euro Disney in the quarter.

The company warned that Euro Disney expects to post a loss in the fourth quarter, which would affect Walt Disney's fourth-quarter results.

The investment in Euro Disney resulted in a loss of \$30.9m.

In the quarter, its equity share of Euro Disney's loss was partly offset by royalties and other income related to the investment.

Stripping out new accounting methods for pre-opening costs, the investment in Euro Disney would have resulted in a loss of \$48.5m in the quarter.

Walt Disney's income for the quarter to June 30 was \$25.1m, or 43 cents a share, compared with \$22.8m, or 41 cents, a year earlier. Revenues rose 3.2 per cent to \$1.94bn.

Stripping out the impact of accounting changes, net income rose 10 per cent to \$242.7m, or 45 cents, in the latest quarter while operating income was 14 per cent higher at \$47.2m.

For the first nine months, Disney's net income fell 36 per cent to \$377.6m, or 68 cents, including accounting changes. A year earlier, it earned \$583m, or \$1.11. Stripping out accounting changes, net income rose 19 per cent to \$707.9m, or \$1.30. Revenues hit a record \$6.35bn.

Xerox blamed some of its problems on the unexpectedly lengthy process of reorganising its sales force and the ensuing disruption. It said earnings were hurt by weak European economies and an unconvincing recovery in the US. Mr Paul Allaire, chairman, said: "The economic environment in both the US and Europe is causing customers to scale back spending on office equipment".

Document processing gross margins fell in the quarter, reflecting a shift towards lower-end products with lower margins, pricing pressure and unfavourable currency translations.

Mr Allaire said Xerox would strive for earnings growth for the full year. But he noted the European economic environment would probably remain soft in the second half.

First-half net income was \$301m, or \$2.73 a share. A year earlier, the company took charges of \$76m for accounting changes which contributed to a loss of \$405m, or \$4.56. Income from document processing edged 4 per cent higher in the period to \$236m from \$227m. Revenues were \$6.84bn, against \$6.86bn.

Mr Allaire said Xerox would strive for earnings growth for the full year. But he noted the European economic environment would probably remain soft in the second half.

He said the company was making long-term investments in technologies, including software for office machines and personal home devices.

Microsoft improves 26% in fourth period

By Martin Dickson in New York

MICROSOFT, the leading personal computer software company, reported a 26 per cent increase in fourth-quarter net income, helped by its popular Microsoft Windows operating system.

It reported net income of \$265m, or 87 cents a share, against \$210m, or 71 cents, in last year's fourth quarter.

Revenues were \$1.04bn - its first billion dollar quarter - against \$815m a year ago.

Full-year net income rose 35 per cent to \$583m, from \$706m in 1992, while earnings per share totalled \$3.15, against

\$2.41. Revenues rose 36 per cent to \$3.75bn, from \$2.76bn.

Mr Mike Brown, vice-president of finance, noted that net income equalled 25.4 per cent of revenues in fiscal 1993.

Mr Bill Gates, chairman, said: "Throughout the year the adoption of the Microsoft Windows operating system worldwide has been a major part of our success. Microsoft has distributed more than 30m copies of Windows and continues to distribute more than 1m copies a month."

He said the company was making long-term investments in technologies, including software for office machines and personal home devices.

Sun Microsystems beats predictions in final term

By Richard Waters in New York

SUN MICROSYSTEMS, the US computer group, exceeded market expectations with net income in the fourth quarter to the end of June more than double the level of a year ago. It warned, however, that recessions in Europe would harm results for the current quarter.

Net income for the quarter rose to \$76.1m, or 72 cents a share, from \$37.7m, or 37 cents

a year ago. Turnover climbed 30 per cent to \$1.26bn, during the quarter, from \$972m a year earlier.

The system software company sold 140,000 software product licences, while Sun Microsystems Computer shipped a record 71,000 computer systems and 92,000 processors.

For the financial year, net income slipped to \$156.7m from \$173.3m on turnover of \$4.3bn up from \$3.6bn.

The company also said it would increase its quarterly dividend on common stock to 36 cents a share from 32 cents.

First-half net income was \$502.7m, or \$1.80, against \$446.8m, or \$1.54, last time on sales of \$6.3bn against \$6.41bn.

Last year's earnings included charges of \$76.7m for accounting changes.

**US \$100,000,000
Credit du Nord**
Floating Rate Notes due 1997
For the period from July 30, 1993 to October 29, 1993 the Notes will carry an interest rate of 5.25% per annum, plus 100 basis points with an interest amount of US \$122.71 per US \$100,000 Note.
The relevant interest payment date will be October 29, 1993.
As per: Banque du Nord Luxembourg Société Anonyme

**US \$250,000,000
Floating rate notes due January 2003**
Notice is hereby given that the notes will bear interest at 5% per annum from July 30, 1993 to 31 January 1994. Interest payable on 31 January 1994 will amount to US\$128.47 per US\$100,000 note and US\$2,569.44 per US\$100,000 note.

Agent: Morgan Guaranty Trust Company

JPMorgan

Wells Fargo & Company

**US\$200,000,000
Floating rate subordinated notes due 2000**

In accordance with the provisions of the notes, notice is hereby given that for the interest period 30 July 1993 to 31 August 1993 the notes will carry an interest rate of 5.25% per annum. Interest payable on the relevant interest payment date 31 August 1993 will amount to US\$46.67 per US\$10,000 note and US\$23.35 per US\$50,000 note.

Agent: Morgan Guaranty Trust Company

JPMorgan

**T.C. Zirata Bankasi
(incorporated in the Republic of Turkey with limited liability)**

**US \$100,000,000
Floating Rate Notes Due 2001**

Notice is hereby given that the interest rate for the period from 29th July, 1993 to 31st January, 1994 is 4.5%. The Floating Rate Note Interest Amount payable 31st January, 1994 is US \$248.65 per U.S. \$10,000.

In accordance with clause 6(c) of the Terms and Conditions of the Notes, the Interest Rate applicable for the notes. Noteholders who have elected to Redeem their Notes on 31st January, 1994 is 4.5% and the Floating Rate Note Interest Amount payable will be U.S. \$222.81 per U.S. \$10,000.

Agent: Morgan Guaranty Trust Company

JPMorgan

BANKAMERICA CORPORATION

**Dutch Guilders 250,000,000
Floating Rate Notes 1996 due 1996
(originally issued by Security Pacific Corporation)**

In accordance with the terms and conditions of the Notes, notice is hereby given that for the interest period from July 30, 1993 to January 31, 1994 the Rate of Interest has been fixed at 6.50 per cent and that the interest payable on the relevant interest Payment Date January 31, 1994 against Coupon No. 16 will consist of NLG 1,570.14 and in respect of NLG 100,000 nominal of the Notes will be NLG 3.340.26.

Agent: Morgan Guaranty Trust Company

JPMorgan

Decline at Xerox is steeper than expected

By Karen Zagor in New York

XEROX, which issued a profits warning in May, yesterday unveiled a sharper-than-expected decline in second-quarter earnings from its core document processing business.

For the three months to June 30, Xerox net income fell \$12m, or 96 cents, a primary share, from \$124m, or \$1.12, a year earlier.

Income from the core document processing business fell to \$11m, or 95 cents, from \$124m, or \$1.12, last year. Revenue slipped to \$3.54bn from \$3.65bn the previous year.

Xerox warned investors in May to expect an earnings downturn. Its shares then dropped 3.3% to \$72.4. The stock was \$7.1 lower at \$71.4 at mid-session yesterday. Most analysts had expected earnings of about \$1.03 a share.

Xerox blamed some of its problems on the unexpectedly lengthy process of reorganising its sales force and the ensuing disruption. It said earnings were hurt by weak European economies and an unconvincing recovery in the US. Mr Paul Allaire, chairman, said: "The economic environment in both the US and Europe is causing customers to scale back spending on office equipment".

Document processing gross margins fell in the quarter, reflecting a shift towards lower-end products with lower margins, pricing pressure and unfavourable currency translations.

Mr Allaire said Xerox would strive for earnings growth for the full year. But he noted the European economic environment would probably remain soft in the second half.

First-half net income was \$301m, or \$2.73 a share. A year earlier, the company took charges of \$76m for accounting changes which contributed to a loss of \$405m, or \$4.56. Income from document processing edged 4 per cent higher in the period to \$236m from \$227m. Revenues were \$6.84bn, against \$6.86bn.

Mr Allaire said Xerox would strive for earnings growth for the full year. But he noted the European economic environment would probably remain soft in the second half.

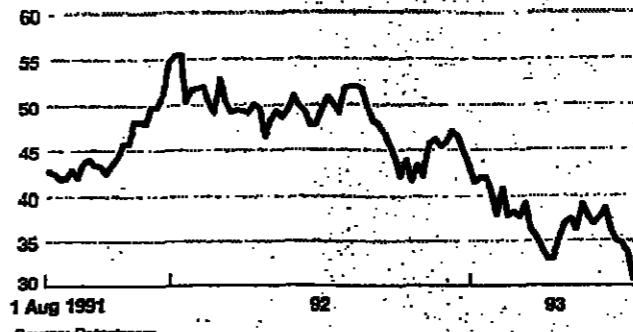
He said the company was making long-term investments in technologies, including software for office machines and personal home devices.

Merck seeks a new drugs formula

Richard Waters examines implications of the Medco takeover

Merck

Share price (\$)



Source: Datstream

has hit pharmaceutical company shares in recent months.

Pressure on drug prices caused not by the proposed health care reforms of the Clinton administration, but by a push by big drug buyers to cut their bills - has driven pharmaceutical companies shares down in recent months.

Discounts of up to 25 per cent are becoming familiar.

According to Mr Virendra Mehta, an analyst at New York-based Mehta and Islay, some \$4bn of Merck's sales come from six big products. Each competes with similar drugs from other companies (in the jargon of the industry, they are "me-too" drugs) and so is vulnerable to severe discounting.

A 25 per cent cut in these sales would wipe \$1bn off Merck's turnover.

Meanwhile, the share

of other drug dis-

tributors rose on the

news, buoyed by a belief other big manufacturers would feel impelled to protect their distribution channels.

The trouble is, Merck stood

head and shoulders above its

competition. It is estimated to

account for half the market in

mail-order sales, and to

account for as much as 10 per

cent or more of all bulk-buying of drugs.

Both competitors and cus-

tomers were digesting the

news yesterday. Big customers like General Electric said it

they would need to reconsider

their links with Medco.

Competitors, meanwhile,

complained privately of the arrangement - though any retaliatory action would damage their own businesses, cutting them off from one of the US's biggest distributor.

ITT registers 152% jump in net income

By Patrick Harverson in New York

SHARES in ITT rose yesterday after the diversified US conglomerate reported a 152 per cent jump in second-quarter net income to \$267m following improved performances from all but one of its eight main business lines.

Group sales rose slightly to \$5.5bn.

The news lifted ITT's shares on the New York Stock Exchange 1% to \$894, a new 52-week high, before the close. Investors appeared untroubled

gs formul
medco takeover

INTERNATIONAL CAPITAL MARKETS

Traders stunned by Bundesbank failure to cut discount rate

By Peter John in London and
Patrick Harverson in New York

The announcement yesterday that the German central bank was not prepared to cut its key discount rate stunned the European government bond markets, which had factored in a reduction of half a percentage point.

German government bonds surged on the news, judging the move as a boost to the Bundesbank's credibility in what is increasingly being seen

GOVERNMENT BONDS

as a battle of wills between speculators and central banks. Bond futures for September delivery traded 35 pfennigs higher at 93.26.

French debt prices jumped on the belief that the franc would have to either realign within the European exchange rate mechanism or decouple and cut rates independently.

As the franc tumbled, the 10-year Notionnel futures contract rose 50 cents to 120.43 and hit 120.80 in after-hours dealing. Spanish government bond futures traded in Barcelona gained half a point to 93.25.

However, Ecu bonds fell sharply, with the Ecu bond

futures contract traded on the French Matif tumbling 32 basis points to 114.48.

Dealers had spent the morning gazing at their screens as they waited for the Bundesbank to make an announcement. Barely anyone was prepared to trade, and those that did found it difficult to get a price, particularly in the usually liquid bond futures market, which saw only 12,000 contracts traded by the early afternoon.

Then, at 1.15pm GMT, the Bundesbank announced it was leaving its discount rate, which sets the floor for bank lending, unchanged at 6.75 per cent. It also said its next securities repurchase agreement rate would be fixed at the existing 6.55 per cent, a clear signal that the tight monetary policy will continue.

The only sop was a half-point cut in the upper-level Lombard rate to 7.75 per cent.

Mr Wilfie Bailey, an economist with Banque Nationale de Paris, said reports of the death of the ERM were exaggerated.

"French base rates can be held at 8.4 per cent, so the small and medium-sized companies who have had the most problems will not be affected by a rate cut. His comments were made just before M3 for June came in at 7.1 per cent.

■

OUTSIDE the increasingly

Belgium and Denmark, but the ball is in the market's court now. For the Bundesbank, there was a credibility question over giving in to market pressure following the latest data on M3 and inflation. It has refused to budge and it is a battle of wills now."

After a meeting which lasted nearly four hours, the German central bank put out a curt press statement detailing the changes it was making. It said: "This measure... continues the policy of cautiously reducing interest rates."

As always, it refused to comment on the way the voting went, and said no council members were available for comment.

While the meetings are shrouded in secrecy, a few of the 16 council members have hit out at further rate cuts against the background of higher money supply growth and inflation.

Most significantly, Mr Johann Gaddum, vice-president designate of the Bundesbank, said last week that if the M3 money supply figure was outside the target range of between 4.5 and 6.5 per cent, there was no justification for a rate cut. His comments were made just before M3 for June came in at 7.1 per cent.

■

OUTSIDE the increasingly

FT FIXED INTEREST INDICES

	JULY 29	JULY 28	JULY 27	JULY 26	JULY 23	Avg	High	Low
Bond Secs (BII)	95.57	95.47	97.04	98.18	97.98	98.68	98.57	93.28
Fed Interes	118.13	117.61	117.34	117.20	117.02	105.40	118.13	108.67
Basis 100: Government Securities 1/2/1992; Fed Interes 1983								
For 1993: Government Securities 1/2/1993; Fed Interes 1983								
Fund Interest High index component 113.12 (2/7/93), low 103.23 (2/7/93)								

■ FT Fixed Repurchase 146.7 122.4 103.8 100.0

■ 5-day average 112.4 104.1 98.5 95.1 101.3

■ SE activity indices reported 197.4

strained ERM, UK government bonds continued to soar. Gilts shrugged off any supply worries following Wednesday's 23.25m auction of eight-year stock and ignored the potential shock wave from the Christchurch parliamentary by-election.

Gilt futures for September gained more than half a point to test record highs at 109.

■ ITALY, also outside the ERM, saw its government bond futures contract shoot up 0.80 higher to 105.71.

■ AUSTRALIAN bonds reached a new high in response to the second-quarter current account deficit, which came in at the bottom of expectations.

The long end performed most strongly as inflationary pressures remain low. August 2003 T-bond yields crashed through

7 per cent to 6.90 per cent, pushing prices up by more than a percentage point.

■ AN unexpectedly weak second-quarter gross domestic product report, and a big rise in weekly jobless claims provided a firm boost to US Treasury prices yesterday morning.

By midday, the benchmark 30-year government bond was up 12 at 107.4, yielding 5.79 per cent. At the short end, up 12 at 100.2, to yield 4.118 per cent. Trading was heavy.

The eagerly awaited GDP numbers delighted bond traders and investors. The 1.6 per cent rise in GDP was well below market forecasts, which had been looking for growth of 2.2 per cent. Sentiment was also buoyed by the news that the implicit price deflator, a closely-followed measure of inflation, rose only 2.6 per cent

BENCHMARK GOVERNMENT BONDS

	Coupon	Red	Price	Change	Yield	Week	Month
AUSTRALIA	9.500	08/03	118.6347	+1.111	6.00	7.18	7.57
BRITAIN	9.000	03/03	118.0203	+0.190	7.08	7.11	6.95
CANADA	7.500	12/03	105.5130	+0.182	7.15	7.28	7.21
DENMARK	8.000	03/03	105.1820	+0.125	7.11	7.18	7.04
FRANCE	8.000	03/03	107.4389	-0.163	6.54	6.58	6.13
GERMANY	8.500	04/03	101.4800	+0.250	6.53	6.54	6.02
ITALY	11.500	03/03	104.9600	-0.040	11.05	11.19	11.46
Japan No 119	8.000	06/03	104.1845	-0.023	3.93	4.01	4.20
Japan No 145	5.500	02/03	107.5285	-0.216	4.2	4.34	4.38
NETHERLANDS	7.000	02/03	104.3800	-0.340	6.33	6.37	6.47
SPAIN	10.300	05/02	100.5287	-0.227	10.18	10.34	10.13
UK Gilts	7.250	03/98	102.13	+0.232	6.64	6.78	6.68
US Treasury	8.000	08/03	104.1040	-0.422	7.42	7.50	7.68
Yield Local market standard			104.16	-0.422	7.43	7.57	7.68

London closing, "dances New York, morning session

Yield Local market standard

T Gross annual yield (excluding withholding tax at 12.5 per cent by non-residents).

Prices: US, UK in £s. others in dollars

ISMA calls for reduced period of settlement

THE International Securities Market Association has described a "reduction in the Euromarket settlement period, to trade date plus two to three working days from trade date plus seven calendar days, as "both necessary and justified". Reuter reports.

ISMA said it preferred the trade date plus two days settlement option. ISMA's full board and market practices committee has been discussing the matter since its annual meeting in May, when members voiced strong support for such a move.

Cedel and Euroclear, the two clearing houses, say they foresee no technical problems with the proposed shortening of the settlement period.

ISMA said a shorter settlement period would reduce overall systemic risk, bring the Euromarket more into line with the cycle for domestic debt instruments traded internationally, and help members to meet capital adequacy requirements.

The date set for the change-over is January 1995.

HK securities firm enters Shanghai SE

CROSBY Securities (HK) has purchased, along with its Chinese associate, a seat on the Shanghai stock exchange, AP-DJ reports from Hong Kong.

The purchase follows recent moves by the exchange to widen the participation of foreign brokers. Crosby will own the seat along with its local partner, Guotai Securities.

Crosby said its purchase of a seat on the Shanghai market was a logical extension of its China business, which includes offices in Beijing and Shanghai.

"We believe that China's equity markets will become some of the biggest in the region over the next five years," said Crosby's director responsible for China.

Investors seek sterling safe haven from ERM storm

By Sara Webb

STERLING-denominated new issues provided the main focus in the international bond market yesterday, with investors scrambling for sterling assets against a backdrop of continued turmoil in the European exchange rate mechanism.

INTERNATIONAL BONDS

The Bundesbank's decision to cut only its Lombard rate by half a point, while leaving the discount rate unchanged, sparked further turbulence in the foreign exchange markets.

Sterling, which remains outside the ERM, attracted interest from investors because of its perceived "safe haven" status at such times. SBG, or Schweizerische

Bankgesellschaft (Deutschland), the wholly-owned German subsidiary of UBS, launched an unusual structured deal with a total price tag of \$25.25m.

SBG is issuing a series of 27 different zero coupon notes, with maturities staggered at six-monthly intervals from September 30 1993 to the final series (No 27) maturing on March 31 2006. The first 26 note issues are for \$25.25m with a final note of \$100m.

UBS, lead manager, said it chose this structure in response to strong investor demand for sterling-denominated zero coupon instruments.

"There's good demand for sterling assets from continental investors because of the currency play, and zero coupon bonds provide them with a leveraged play," it said. The bonds also held tax advantages

for certain investors.

The zero coupon bonds are backed by semi-annual coupon payments from SBG's holding of a \$100m issue of BT bonds, which have a 12.35 per cent coupon and mature in 2006.

This is basically a way of creating zero coupon bonds off the back of a normal coupon bond as the cash-flow from the BT bond interest payments received by SBG will be used to pay off the zero coupon bond," said a senior official at UBS. UBS originally bought \$25m of BT debt, selling part and retaining \$100m to a structured transaction.

The other sterling deal of the day was a \$25.25m convertible issue by Witan, the largest investment trust managed by Henderson Touche Remnant. The bonds were bought mainly by private client fund managers, as well as institutional fund managers in the UK and Europe.

NEW INTERNATIONAL BOND ISSUES

Borrower	Amount m.	Coupon %	Price	Maturity	Fees %	Spread bp	Book runner
US DOLLARS							
Skopbank	100	(4)	99.7R	Aug. 1998	0.25R	+570 (b)	Goldman Sachs Int'l, Paribas Capital Markets
STERLING	250.25	2.80	100	Sep. 2008	2.5	-	UBS, Baring Brothers & Co.
SWISS FRANC	250	6.25	100	-	-	-	Banca Del Gottardo
De Natale's Investmentbank	100	4.375	102	Aug. 1998	-	-	-

Real term and non-callable unless stated. The yield shown covers relevant government bonds at launch supplied by the lead manager. *Convertible. **Floating rate note. *Semi-annual coupon. #Fxed or re-offer price; fees are shown at the re-offer level. \$ Spread is over the interpolated yield curve. % Backed by £100m holding of BT 12.25% bonds due 2008. **Coupon paid semi-annually and £100m redemption proceeds - relates to a separate series of zero coupon bonds. \$ Exchangeable into basket of investment trust shares. Callable at par from 201/1998 or earlier if 80% of bonds are converted.

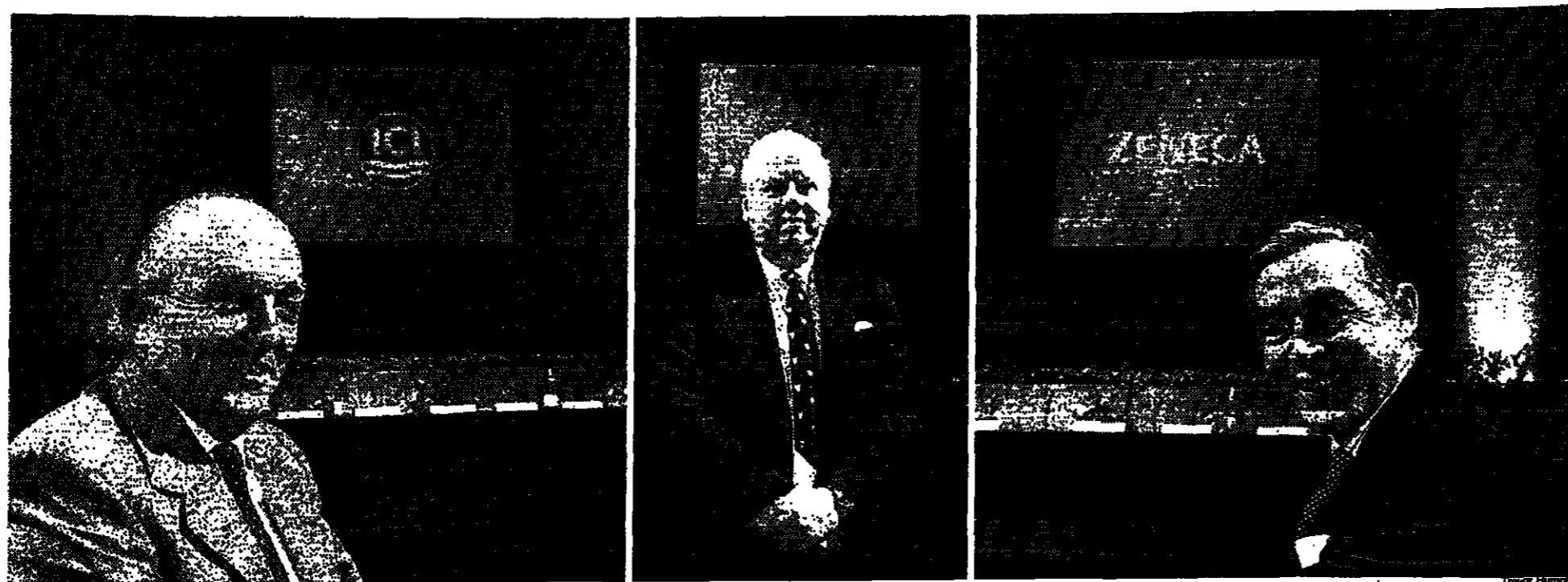
managed by Henderson, and in which Witan has shareholding.

Baring Brothers, book-runner for the deal, said the convertible bond route provided a tax-efficient way for Witan to sell its shares in the three investment trusts.

The bonds were launched at par and were quoted at between 100 (bid) and 100.5 (offer) by late afternoon. Baring Brothers said the bonds were bought mainly by private client fund managers, as well as institutional fund managers in the UK and Europe.

Meanwhile, Skopbank, the central bank for Finland's savings bank group,

COMPANY NEWS: UK



Preparing to go their separate ways (left to right): Ronnie Hampel, Sir Denys Henderson and David Barnes after announcing the first sets of results following the demerger

ICI falls to £364m and 5,000 more jobs to go

By Paul Abrahams

ICI yesterday reported pre-tax profits for the six months to June 30 down from £420m to £364m. Sales increased from £8.15bn to £8.34bn.

The figures include a five-month contribution from Zeneca and six months from the nylon operations that have been sold to Du Pont of the US.

Trading profits from continuing operations rose from £149m to £180m. Turnover rose 9 per cent to £4.17bn (£1.82bn).

Mr Ronnie Hampel, chief executive, said he viewed the performance of his continuing businesses as solid.

"I think that our profitability relative to our competitors on the Continent is quite good. But in absolute terms it is not good enough."

Favourable currency rates added 95m to the results. A

further 50m was added through the restructuring.

Earnings for continuing business before exceptional items were 12.4p (11.2p). The interim dividend is 10.5p. ICI's shares advanced 16p to 66p.

Zeneca, during its last five months within ICI, contributed £329m (£326m). Fibres suffered a £21m loss, compared with a profit of £18m. Total trading profit was £483m (£473m).

Loan repayments from Zeneca allowed ICI to cut gearing from 33.4 per cent to 23 per cent, according to Mr Colin Short, finance director.

Mr Hampel said that since the end of 1990, staff numbers had been cut by 22,000 and a further 5,000 would follow, not including the 5,000 who transferred to Du Pont.

Sir Denys Henderson, chairman, said: "The outlook continues to be uncertain in almost all the markets in

which we operate, with the possible exception of the Asia Pacific area."

The industrial chemicals business lifted operating profits to £80m (£32m) on turnover up from £1.77bn to £1.85bn.

The paints division reported trading profits of £50m (£61m) on sales of £856m (£914m).

Weak demand in Europe and the US was offset by buoyant demand in Asia. Mr Hampel said a cash payment of £25m had been made to Lilly Industries when ICI had swapped its packaging coatings business for Lilly's industrial coatings operations.

Materials raised operating profits by £2m to £13m on turnover up from £656m to £743m.

Trading profits at the explosives division fell to £128m (£24m) on sales of £318m (£284m). Regional businesses raised profits to £29m (£15m) on sales of £690m (£684m).

MR DAVID BARNES, Zeneca's chief executive, yesterday said his greatest priority was to drive the pharmaceuticals division as hard as he could, writes Paul Abrahams.

The division, the company's largest and most profitable, gave all the signs of being successfully driven yesterday.

Most surprising was the increase in sales of Zestril, the ace-inhibitor used to treat heart disease, which rose 64 per cent from £127m to £208m.

Underlying growth, excluding exchange rates, was an impressive 44 per cent, although prices fell 1 per cent. Mr John Mayo, finance director, said Zestril had benefited from the switching of much of the US sales force from Tenormin, where patents have expired.

However, the benefits of Zeneca's recent emphasis on the managed care market in the US - the company now has

about 40 key account managers dedicated to the sector - had also helped. It had been able to drive the pharmaceuticals division as hard as he could, writes Paul Abrahams.

Zeneca's position in the hospital market appeared to be paying dividends. Sales of Zoladex, a cancer treatment, rose 43 per cent from £49m to £70m.

Underlying sales increased 31 per cent, though prices fell 2 per cent. Novadex, another cancer treatment, generated sales up 49 per cent to £175m. Growth, excluding exchange rates, was a creditable 26 per cent.

Diprivan, an anaesthetic, generated sales up 42 per cent from £57m to £85m. Underlying growth was 21 per cent, including a 5 per cent sales increase.

Healthcare reform hit Zeneca's sales in Germany where they dropped 4 per cent, from

£49m to £47m. The combined fall in volumes and prices was 18 per cent, compared with 21 per cent for the whole market.

The agrochemicals division increased its sales of herbicides by 15 per cent from £366m to £421m, although volume growth was only 1 per cent. Insecticides turnover was up 12 per cent from £138m to £155m, although volumes were static. Fungicide sales fell 2 per cent from £91m to £88m, while underlying volumes fell 11 per cent. Sales of seeds increased 11 per cent to £92m, although volumes were down 3 per cent.

Although the specialities division raised sales by 8 per cent to £519m, underlying growth was static. The textile colours and dyestuff sector suffered most from the recession. Sales of biological products, such as Quorn, increased 9 per cent, from £11m to £12m.

Harrisons & Crosfield turns in 19% advance

By Peggy Hollinger

THE BENEFITS of a wide-ranging cost cutting programme appear to be feeding through to the bottom line at Harrisons & Crosfield, the agriculture, chemicals and plantations group which yesterday reported a 19 per cent increase to £48.4m in first half profits.

The group, which lifted sales by 24 per cent to £1.1bn, also announced the retirement of Mr John Malby, chairman, who will step down in May. He will be replaced by Mr George Paul, chief executive. Mr Bill Turcan, finance director, steps up into the chief executive post.

A disappointing performance from the BOCM Pauls animal foods business, acquired in April last year, held back growth in the agriculture and foods division. Nevertheless, this business still increased operating profits by 30 per cent to £19m on sales above 85 per cent to £373m.

Mr Paul said BOCM Pauls had suffered a sharp decline in margins in spite of considerable cost savings. The group's failure to secure lower raw materials prices at the time of sterling's devaluation last year had had a significantly adverse effect in the first quarter, he said. However, margins were now beginning to recover.

The chemicals division raised profits from £17.2m to £20.7m, on the back of large

cost savings in the pigments division. The group closed four of its six factories in the US. Timber and building supplies returned one of its most successful years with a 46 per cent rise in profits to £12.4m.

Earnings per share rose by 0.3p to 4p, and the interim dividend is maintained at 3.6p.

• COMMENT

Harrisons has enjoyed some success with its restructuring and promises yet more in the chemicals and animal foods divisions. However, animal feeds is regarded as a mature market with heavy competition becoming the main feature, while chemicals is increasingly exposed to the depressed continental European market. On

the brighter side, economic recovery is bound to do a world of good for all divisions, especially building supplies.

The main attraction of this stock, however, seems to be the yield. At 6 per cent, this is tempting when all talk is of another base rate cut. Forecasts are for £12.6m this year, for a prospective p/e of 21. Although not a sell, one wonders just how much higher the shares can go in the short term under the circumstances.

Pharmaceuticals division behind growth at Zeneca

By Catherine Milton

MR DAVID BARNES, Zeneca's chief executive, yesterday said his greatest priority was to drive the pharmaceuticals division as hard as he could, writes Paul Abrahams.

Zeneca's position in the hospital market appeared to be paying dividends. Sales of Zoladex, a cancer treatment, rose 43 per cent from £49m to £70m.

Underlying sales increased 31 per cent, though prices fell 2 per cent. Novadex, another cancer treatment, generated sales up 49 per cent to £175m. Growth, excluding exchange rates, was a creditable 26 per cent.

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ADT raising \$144m to help refinance debt

By Andrew Bolger

per cent notes' 2003. Merrill Lynch and First Boston were also managing underwriters for the offerings.

In addition, ADT has syndicated with a group of US and international banks a six-year, \$500m credit facility, subject to final documentation. This transaction was arranged by Chemical Bank and Bank of Nova Scotia and will become effective simultaneously with the closing of the equity and public debt offerings.

ADT said it would use the proceeds of the public offerings, together with cash on hand, to repay all indebtedness outstanding under ADT's two principal existing credit facilities.

Allied Radio losses jump

ALLIED Radio is considering a reconstruction of the balance sheet including the conversion of loan stock and eliminating the negative balance on the profit and loss account.

The company, which provides local services in Surrey, Sussex and Hampshire, reported pre-tax losses of £1.17m (£585,000) for the six

months to March 31. Turnover was £2.25m (£2.17m) of which £745,000 (£650,000) related to discontinued activities.

The operating loss for continuing activities increased to £671,000 (£217,000) but the company said that the figure included non-recurring costs.

Losses per share were 2.82p (£1.39p).

DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Cumulative pending dividend	Total for year	Total last year
AB Consulting	£1	Oct 8	2.1	1	4.3
Data Electric	3.1	Oct 7	3.1	5.1	5.1
Derby Trust	£6,288	Aug 31	8,229	-	16,838
Drayton Far East	0.125	Sept 6	0.125	-	0.625
Fairway S	1.1	Oct 1	1	-	3.15
Freeman S	2	Sept 7	2	-	5
Globe & Mail	1.5	Oct 4	10.5	-	27.5
Kelviont High	1.275	Oct 4	1.275	7.5	7.5
LX Service	4.7	Sept 8	4	-	10.8
London Merchant	3.2	Oct 2	3	-	3.8
Mays	4.4	Oct 10	3.83	7.01	8.1
Ranson (William)	1.278	Oct 1	1.245	1.903	1.77
Saville Gordon	1.7	Oct 29	1.7	2.2	2.2
United	4	Oct 1	3.75	6.1	5.85
Zeneca	10.5	Nov 8	-	-	-

Dividends shown pence per share net except where otherwise stated. +On increased capital. \$USM stock.

Villiers makes £5m rights

VILLIERS Group, formerly Caspian Oil, is to raise £5m net via a rights issue in order to develop existing engineering interests and to acquire small engineering companies.

The issue, fully underwritten by Marshall Securities, is of 50.4m new shares at 10p each on a 1-for-1 basis. It will eliminate net debt.

Net rental income from investment properties reached £23.5m (£23.9m). Other income, mainly bank interest on the cash deposits partly created by the sale of shares in First Leisure in the previous period, amounted to £13.1m (£26.1m).

Interest payable was £17.6m (£14.8m). Total debt stood at £18.8m (£16.0m), but with cash of £12.4m (£10.3m) net gearing was 24 per cent.

The proposed final dividend of 3.2p (3p) makes a total of 4p (3.8p) from earnings of £6.39p (£5.54p).

Operating profits dropped to £13.7m (£17.7m).

Notice of Redemption To the Holders of

First Chicago Overseas Finance N.V.

U.S.\$100,000,000 Guaranteed Floating Rate Subordinated Notes Due 1994

NOTICE IS HEREBY GIVEN THAT pursuant to the provisions of the Indenture dated as of July 14, 1983, among First Chicago Overseas Finance N.V., First Chicago Corporation and Bankers Trust Company, as Trustee, the Company will redeem all of the outstanding Notes at a Redemption Price of 100% of the principal amount on the next Interest Payment Date, August 31, 1993, when interest on the Notes will cease to accrue. Payment of the Redemption Price will be made upon presentation and surrender of the Notes, with all unmatured coupons attached, at the offices of any of the Paying Agents listed below.

Bankers Trust Company
1 Appold Street
Broadgate
London EC2A 2HE
England

Bank International Luxembourg S.A.
2 Boulevard Royal
Luxembourg City
Luxembourg

Accrued interest due August 31, 1993, will be paid in the normal manner against presentation of Coupon No. 44, or on or after August 31, 1993. All conditions precedent to this redemption have occurred.

First Chicago Overseas Finance N.V.
By: Bankers Trust Company,
as Trustee

Dated: July 30, 1993

Net rental income a record £29.5 million (1992 - £28.9 million)

Profit before tax £25.6 million (1992 - £24.0 million)

Portfolio valuation £321 million (1992 - £388 million)

Shareholders' funds £258 million (1992 - £312 million)

Earnings per Ordinary share 6.39p (1992 - 6.54p)

Dividends per Ordinary share 4.0p (1992 - 3.8p)

Space in Company's new buildings being taken up, with active interest being shown in all of them

Group's balance sheet exceptionally strong with cash and listed securities totalling £215 million

Net borrowings unchanged at 24% of shareholders' funds

Net interest covered 4 times by net rental income

Report and Accounts available from the Secretary

LONDON MERCHANT SECURITIES plc

CARLTON HOUSE, 12 ROBERT ADAM STREET, LONDON W1M 5AH

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COMPANY NEWS: UK

Conversion of preferred and management shares expected next month LWT improves to £16.5m

By Raymond Snoddy

LWT (HOLDINGS) yesterday announced pre-tax profits of £16.5m for the six months to June 30 - an increase of 20.5 per cent on the same period of 1992.

Sir Christopher Bland, chairman, claimed that an increase in underlying profit margins from 19.6 per cent to 26.5 per cent gave the company among the highest margins in the industry.

The announcement also set the clock running for the conversion of the preferred and management shares which is now expected to take place next month.

On the present price level - the shares rose another 14p to 483p yesterday having performed well since Granada recently acquired a 17.5 per cent stake - more than 40 managers are likely to hold ordinary shares worth a sum approaching 70m.

Operating profit before payments to the independent Tele-

expected managers to sell some shares almost immediately, partly to pay off loans taken out to purchase management shares. Sir Christopher said he expected managers to retain about 10 per cent of the shares out of the 15 per cent they will hold on conversion.

He added that the group was performing well and a "good result" was expected for the whole year, although advertising revenue continued to be short-term and difficult to forecast.

Turnover at £181.2m was down £13.2m, largely because of the loss of Channel 4 airtime. The company's share of net advertising revenue was up 3.8 per cent compared with 4 per cent for ITV as a whole.

LWT's share of London advertising was down by 0.25 per cent with the London share of ITV down by 1 per cent.

LWT's share of the £10m

losses of Good Morning, the commercial breakfast service, was £2m.

Mr Greg Dyke, chief executive, said he hoped the service, which had run into stiffer-than-expected competition from Channel 4's The Big Breakfast, could break even next year although it might take until 1995.

Fully diluted earnings per share were up 24 per cent to 10.2p.

The company has already paid a fixed preferred dividend of 2.95p and another is likely in September. After that the board said it will adopt "a progressive dividend policy reflecting LWT's performance and cash position". The first ordinary dividend will be a final for the year to December 1993.

Barring unforeseen circumstances the total for the year will be "significantly ahead" of the current fixed dividend of 5.9p.

See Lex

Sir Christopher Bland: good result expected for the year

vision Commission rose by 39 per cent to £23.3m.

LWT's share of the £10m

Saville Gordon upbeat on future despite 33% fall

By Paul Cheeswright,
Midlands Correspondent

J. SAVILLE Gordon, the Birmingham-based group with interests split between steel and pipeline equipment man-

ning and property invest-
ment, yesterday shrugged off a
33 per cent decline in annual
profits with a forecast that it
is "entering a period of real
growth".

Pre-tax profits for the year to April were £2.35m (£3.49m).

Turnover fell from £57.2m to

£28.4m, reflecting the with-
drawal from securities dealing at

the end of the 1991-92
year.

Earnings per share slipped

from 2.9 to 1.4p, but the final

dividend is maintained at 1.7p

for a same AGAIN total of

2.3p.

Mr John Saville, chairman,

accepted with equanimity the
need to take funds from
reserves to meet the dividend
payment. "We've got the first
few months of the current year
under our belts; we know what
we can afford," he said.

On the property side, operat-

ing profits rose last year and
will continue to do so this year
as rent reviews come into effect.

But while last year the group
did not obtain the full benefit of
the declining interest rates,

this year will.

Meanwhile, on the merchanting
side, there has been a sharp upturn in demand at the
steel stockholding arm, and the
company is making a profit for

the first time in three years.

Pipeline equipment sales,
however, are depressed and
will remain so until a revival

of the construction industry.

French sale helps Dale jump to £2.3m

By Zhang Tingting

DALE Electric International, the North Yorkshire-based power and lighting group, increased pre-tax profits by 41 per cent to £2.3m in the year to May 2, thanks to an exceptional gain of £1.05m relating to the disposal of its French subsidiaries in March.

Comparisons have been restated as the extraordinary item has been moved up to the profits and loss account to an exceptional item, moving towards FRS 3 accounting principles. Accordingly, pre-tax profit of £1.79m is altered to £1.6m after an exceptional loss up from £158,000 to £347,000.

M. Iain Dale, chairman, said the group had "a clear idea of its priorities and direction." The current year would benefit from the restructuring.

New opportunities had arisen both in the UK and overseas for the group's range of gas turbine generating sets for mobile and combined heat-

and-power applications, he said.

A DECLINE in profits from French operations and a loss in its Spanish offshoot left Freeman Group, the USM-quoted insulation distribution and fabrication specialist, with pre-tax profits down from £250,000 to £237,000 in the six months to June 30.

Mr Iain English, chairman, said, however, that adverse short-term trading conditions should not cloud what the board believed to be encouraging prospects for the medium term.

The results, in accordance with FRS 3, included exceptional income of £147,000 relating to the release of provision for expenses on discontinued operations.

Turnover rose to £21.8m (£28m), while interest rose to £237,000 (£282,000) mainly as a result of the cost of financing the Spanish subsidiary acquired last August. Earnings were 4.1p (4.9p) and the interim dividend is again 2p.

Freeman falls to £357,000

By Philip Coggan, Personal Finance Editor

WITAN INVESTMENT, the largest investment trust managed by Henderson Touche Remnant, is raising £56.25m via an issue of exchangeable bonds which will mature in 2008.

The bonds will be convertible into a basket of shares in three other trusts managed by Henderson Touche Remnant - Electric and General, Greenfriar and Lowland.

The bonds will pay a coupon of 6.25 per cent and will be callable, at Witan's option, after 1998.

Witan has also sold part of its holding in the Henderson Administration fund management group. The sale of 1.75m shares, 8.2 per cent of

Henderson's capital, raised £14.5m for Witan and reduced its stake to 15.2 per cent. Witan said it had no intention of making any further market sales in Henderson shares over the next 12 months. Henderson will still be the trust's single largest holding.

Mr Christopher Clarke, managing director of Witan, said that the deal enabled the trust to reduce its exposure to Henderson or Henderson-managed trusts. Previously that exposure had represented over £100m out of Witan's assets of £280m.

In addition, Mr Clarke said the deal enabled Witan to sell shares in the three other trusts at a premium to their net asset values.

See International Bonds

Witan bond issue raises £56m

By Vanessa Houlder, Property Correspondent

EX-LANDS, a property investment and management group, has announced a placing and open offer to raise £15m.

It is also buying a £5.8m portfolio of property in South Kensington, comprising 13,730 sq ft of offices, 13 retail units and nine flats.

The remainder of the funds will be available for further purchases of high yielding property and additional working capital to fund the development of golf courses in continental Europe.

Ex-Lands is managed by Mr Robert Bourne and Mr Graham Bourne, who used to run Local London before it was sold to Priest Mansions in 1989. The Seatchi brothers, founders of

the advertising group, own 10 per cent of the shares.

The offer entitles shareholders to apply for £1 nominal of 7.5 per cent convertible unsecured loan stock 2020 for every five shares held. The offer has been underwritten by Paribas.

The company said it expects to make a pre-tax profit for the year to June 30 1993 of at least £200,000. It intends to pay a dividend of 0.35p for the year.

Ex-Lands offer and placing to raise £15m

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See International Bonds

National Australia Bank Limited
US\$1,000,000,000
Floating rate notes due 1997

Notice is hereby given that the rate of interest relating to the above issue has been fixed at 3.8125 per cent for the period 30 July 1993 to 31 January 1994.

Interest payable on 31 January 1994 per US\$10,000 note will be US\$153.32.

Agent: Morgan Guaranty Trust Company

JPMorgan

U.S. \$100,000,000
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By: The Chase Manhattan Bank, N.Y.
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July 30, 1993

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FINANCIAL TIMES FRIDAY JULY 30 1993

RECRUITMENT

JOBS: What matters is not how many mistakes you make, but the spirit in which you make them

“WHY are we waiting... again?” is all that is written on the postcard sent from Bristol. Even so, the Jobs column knows not only what it refers to, but who the sender is.

The card is written in the same hand as the set of five, each asking just “Why are we waiting?” which arrived at monthly intervals between the May and the September of 1988. The sender called herself Amelia Bulstrode, which is hardly the sort of name one forgets.

What she was asking about was the Laws of Organisational Stupidity, which I'd previously promised to list in full only to let the next five months pass without doing so. As enduring readers may recall, the laws describe types of idiotic goings-on which seem to befall organisations of all kinds everywhere, an example being Parkinson's First which states: *Work expands to fill the time available*. And in 1988 there were a dozen laws in the canon.

Now, oddly enough, in March this year I again promised to give the full code which, with the help of new examples sent by readers, had grown to 23. So I pledged to list them “chunk by chunk, spaced over the next few weeks”.

This time I've at least done rather better, managing to deal with 13 laws by the end of last month. But the list has since gone no farther, and Amelia Bulstrode presumably wants to hear about the other 10. If so, she's by no means alone, because colleagues as well as myself have lately had less subtle requests for the whole series.

The failure to finish the listing is due less to laziness than to a development bound up with the nature of the laws. The idea behind them isn't just to comfort frustrated high-achievers by showing that their sufferings are shared by their counterparts the world over. Behind that lies the hope of helping management researchers to trace the causes of the stupid occurrences that so regularly snarl up organisations' attempts to be effective.

Accordingly, each law is intended to describe a specific kind of idiocy which is essentially different from any of the idiosyncrasies depicted by the other laws in the code, and thus can be presumed also to have a different cause

which needs to be pinpointed. Take for instance Professor Jerry Harvey's Abilene Paradox, one of the 13 already listed, which states: *People in groups agree on decisions which, as individuals, they know are stupid*. That seems different from Macaulay's Buck-shifter, also listed before, ruling: *Initiative declines with increasing ease of communications*.

So until last month, there I was confidently setting out the supposedly differently caused stupidities – which went perfectly well for the first 12 examples. But then came the 13th, and with it came trouble.

By contrast with the previous dozen, which had all been in the code for some time, it was newly discovered. It is named after Harvard University's Professor Chris Argyris who in his latest book “points out that much of the counter-productive politicking that goes on in organisations is rooted in a type of individual action which all of us have been

*Knowledge for action. Jossey-Bass (ISBN 1-55542-519-4). \$29.95.

learning to perform skilfully since before we could walk.

It is to respond to any problem that threatens to land us in hot water by first finding a way to by-pass it, then covering up the by-pass, covering up the cover-up... and so on. As a result, far from being solved, the problem is not even admitted to exist. It becomes, in the professor's terms, increasingly “undiscussible”.

Hence Argyris's Archetype which says: *The more threatening a problem to those responsible for solving it, the deeper it will become ingrained under ramifying layers of camouflage*.

The trouble was that, having discovered it, I realised that it destroyed the idea that each law in the code denotes a separate kind of stupidity with its own separate cause. For the Archetype accounts for several of the other idiosyncrasies formulated as laws.

For example, the tendency to by-pass problems explains the Buck-shifter. With high-speed communications, people faced with personally risky decisions can more easily by-pass them by referring them to someone higher up. Much the same applies to the Abilene tendency for people in groups to agree on what they individually know are stupid decisions. It is explained by the fact that the wiser courses of action which need to be taken are undiscussible, since none of the group members dare broach them for fear of losing their job.

That left me wondering how many more of the supposedly self-standing laws were in fact mere effects of the Argyris rule. The answer, alas, is certainly several, although I've not yet examined the implications deeply enough to give a precise number.

Fortunately, however, there are some which clearly still stand alone. And they're exemplified by one which also illustrates the debt the whole laws project owe to readers' help.

Another postcard that arrived in 1986 came from one Peter Kelly in Dublin, who proposed a law reading simply “Errors breed”. But while they certainly do so in some circumstances, there are clearly others in which errors

merely arise intermittently with no connection between them.

One thing that struck me as likely to explain the difference was the American psychologist David McClelland's division of people into two broad kinds. The first are those motivated by a need for positive achievement, who tend to look on their errors as an opportunity to do better next time. The others, motivated by fear of failure, are typically preoccupied by the need to avoid making mistakes.

So, in my role as the self-appointed codifier, I extended the proposal into what is now named Kelly's “Katabolism” (a faulty life-support system that kills the organism affected). The law says: *Errors breed as concentration on avoiding them increases*.

What's more, it is true.

Anyone who doubts me need only consult psychologist Michael Frese of Giessen University in Germany who besides having studied mistake-making in detail has developed ways of much reducing the bad effects. His research suggests that when

people are put under pressure to avoid doing anything wrong, the stress they feel on finding they've made an error tends to fluster them into making more.

The remedy he proposes is to scrap training consisting of step-by-step procedures which people are told to follow strictly and, if they do something wrong, to call the instructors who will put things right before again showing them what they should have done instead. His studies indicate that it's better to set trainees tasks so complicated that they are bound to make mistakes and, when they do, respond with “Great – you can now learn something really useful by finding out how to put things right yourself”.

The result, he finds, is not only that they tend to learn more complex skills faster. No less important is that, although they make more mistakes than people trained in the other way, their errors are far less likely to have damaging consequences because they're better equipped to take corrective action in good time.

Which said, the Jobs column is off on holiday. I hope to meet you all – including Mrs Bulstrode – again on September 8.

Michael Dixon

Corporate Finance Analyst

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JoAnn Gredell
New York
212 752 4500

Philip Wrigley
071 873 3351

Elizabeth Arthur
071 873 3694

Clare Peasnell
071 873 4027

FINANCIAL TIMES

Westdeutsche Landesbank (Europe) AG is the European bank of Westdeutsche Landesbank Girozentrale and Südwestdeutsche Landesbank. We have branches, subsidiaries and representative offices in sixteen European countries and over eight hundred employees. We serve major European and International companies, banks, public institutions and high network individuals.

We secure and develop our competitive position in the market through professional management and organizational instruments which support the implementation of our strategies and optimize the quality of our services and administration.

In this context we wish to reinforce the accounting, control and administration functions at several European branches, and therefore seek to appoint

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an indication of the desired salary should be made to:

Westdeutsche Landesbank (Europe) AG
Personnel Department
Friedrichstraße 56
D-40217 Düsseldorf

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London : New York : Zurich

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Please send resume to:

Christine Lai,
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ACCOUNTANCY COLUMN

US profession faces up to self-policing role

Mark Carr on a reform package which addresses the gap between users' expectations and reality

THE US accounting profession has leapt from inaction into a frenzy of reform activity as it faces one of the most challenging periods in its history.

With great fanfare the 310,000-member American Institute of Certified Public Accountants (AICPA) last month unveiled a reform package designed to beef up its self-policing mechanism and take on additional reporting responsibilities.

Several weeks earlier, it recommended that the US Congress enact legislation to strengthen the reporting requirements for pension funds.

Describing these reforms, Mr John Hunicutt, vice president of legislative affairs for the AICPA, told a group in Alabama that the profession's leadership was aware of the beatings accountants took as the result of the savings and loans scandals. Damage control was too little and too late. This time, he said, the profession wanted to "get ahead of the curve".

These and other recent moves by US accountants are designed to improve the profession's sagging image as Congress holds hearings on possible reform of federal securities laws. Citing estimates that accounting firms face 4,000 lawsuits seeking \$20bn, (\$13bn) the profession claims it cannot survive without legal relief from "abusive" securities suits.

High profile financial failures and record settlements between accounting firms and litigators not only cut into partners' pockets. They have also chipped away at the profession's once pristine image among the public.

politicians and potential recruits. "Given the unprecedented level of financial fraud witnessed over the past decade, the investing public and this sub-committee have a legitimate right to ask why so many financial institutions failed shortly after receiving an unqualified opinion," Mr William McLucas, director of the enforcement division of the Securities and Exchange Commission (SEC), told Congress recently.

As the most recent reforms indicate, the profession realises that before there can be any relief from lawsuits, it must address the gap between users' expectations of auditors and the actual service delivered. While some can only be enacted through legislation, others could be implemented through the profession's system of self-governance and private-sector standard setting.

Broadly speaking the AICPA aims are three-fold:

- Revamp the self-policing system. The AICPA would replace its current disciplinary system, which moves at glacial speed because it must await the outcome of litigation, with a mechanism to investigate swiftly and punish accountants guilty of misconduct or substandard work. Another proposed initiative would bar public companies from hiring the partner in charge of their audit for one year. Both require legislation.

- Revitalise financial reporting practices. The current process is outdated and no longer meets the needs of users. "In many ways we're selling a 1990s product to a 1990s audience," says Mr Jake Nettterville, AICPA chairman. As part of its effort, the

institute calls for greater disclosure of risks and uncertainties and a complete review of financial reporting practices.

- Achieve near-perfect fraud detection. Current auditing standards require procedures designed to detect material fraud. But in introducing the reform initiatives, Mr Nettterville started many by declaring: "Fraud detection is our job. The public expects auditors to uncover financial manipulation. Our goal is 100 per cent detection." The reform package advocates tougher new guidelines to assess the potential of management fraud.

In addition to these initiatives, the profession has dropped its long-standing opposition to fraud reporting legislation which demands that auditors report suspected wrongdoing to the authorities. It calls for new laws forcing all participants in the reporting system to notify auditors of financial shenanigans. It also advocates management reporting - verified by auditors - on the effectiveness of internal controls.

The reform package suggests that the institute leadership accepts change is necessary. But a closer look reveals that many of the proposals are existing projects that have been dusted off in preparation for the Congressional hearings on litigation reform.

Most experts agree that detecting all fraud is unrealistic and would be too costly to implement. No audit can identify sophisticated collusion among top management or all non-material fraud. The high risk of failure in this area has the potential to sabotage the profession's efforts in others.

Issued an exposure draft of a rule that would require auditors to report on risks and uncertainties.

The fresh components of the recent package aim to polish the tarnished image of the auditor. But critics point out that these proposals, such as investigations of alleged audit failure and bans on hiring audit partners, lack detail and a concrete timetable for implementation.

"We are heartened by their statements but we would expect that they would be more action on the public interest agenda before we move to their private interest agenda," said an aide to Representative Ron Wyden, a Congressman from Oregon and long-time critic of the profession.

Mr Walter Schatzke, the Security and Exchange Commission's chief accountant, says: "The single most significant and encouraging thing about these initiatives is that the profession is finally admitting its responsibility to report fraud."

Because of its potential to increase liability exposure, this promise is also the most dangerous aspect of the new proposals. The profession's guidelines remain vague. Equally, auditors alone cannot compel other participants in the reporting process - like bank examiners and lawyers - to blow the whistle on suspected fraud.

Most experts agree that detecting all fraud is unrealistic and would be too costly to implement. No audit can identify sophisticated collusion among top management or all non-material fraud. The high risk of failure in this area has the potential to sabotage the profession's efforts in others.

Additionally, internal control reporting has been advocated and rejected several times over the last decade. Although the concept was recently incorporated into new banking rules governing the largest financial institutions, some experts question whether the reviews will be effective against fraud.

Critics such as many companies argue that the substantial costs far outweigh the benefits. In the case of banks, the process has been estimated to add 5 to 20 per cent to the price of an audit.

The reforms may do little to sway Congress as it considers legal reform. But improving the usefulness of financial reporting and sharing up the public's perception of auditor objectivity and independence may prove just as important to the survival of the profession.

They also represent a public commitment by the AICPA. Many of the reform efforts require action by Congress, the SEC or other regulatory bodies, raising the danger that accountants will be perceived as dragging their feet through no fault of their own.

The next few months will be a critical time for accountants in the US. With or without tort reform, it is essential that accountants take charge of their destiny by aggressively implementing those reforms on which they have the power to act. The credibility of the profession is on the line.

Mark Carr is editor of *Public Accounting Report*, a newsletter covering the US profession based in Atlanta, Georgia.

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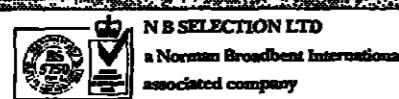
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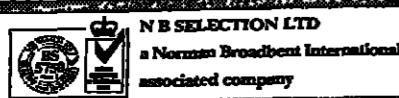
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To explore this opportunity, please reply in confidence, quoting reference 2170 and enclosing a full CV, to Frances A Bell, AAD Recruitment Consultants, 7 Curzon Street, London W1Y 7FL.

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South-East Surrey

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Up to £40,000 + Car

engineering or consultancy environment. Possessing good computer skills, he/she will need to have an appreciation and interest in international taxation due to the overseas aspects of the business. The ability to work on his/her own initiative and the desire to make a long term commitment to the organisation are major pre-requisites for the post.

Applicants should write enclosing a detailed curriculum vitae with salary details and quoting reference CA467 to Carrie Andrews, Ernst & Young Corporate Resources, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 1NH.

ERNST & YOUNG

Financial Planning Analyst

London

Our client is a leading multi-national corporation operating on a global scale within the competitive consumer brands market. With divisional turnover of \$1.5 billion, they have consistently outperformed the market and are ideally poised to capitalise on their strong position throughout Europe and worldwide.

Working as a crucial support member of the Central Divisional Finance team, the key functions of the role will revolve around business planning and analysis in liaison with operating managers and the provision of essential commercial input to business planning and reporting. You will also assume responsibility for interpreting and enhancing the management reporting systems.

The successful candidate will be a commercially

c £30,000 + FX Car

astute graduate qualified accountant or MBA, aged 28-32, who can demonstrate a track record of success ideally within an operating unit of a blue chip company. First class interpersonal skills together with a dynamic and assertive approach are essential characteristics for this highly visible role. All candidates must be capable of blending into a diverse multi-cultural environment and whilst not a prerequisite, fluency in at least one other language (preferably European) would be a distinct advantage.

Interested candidates should send a full curriculum vitae, quoting ref 156964, to Nigel Milford at Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH. Tel: 071 831 2000.

Michael Page Finance
Specialists in Financial Recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

Financial Director

Glasgow

c £50,000 + Car + Bonus

Our client is £100m turnover autonomous subsidiary of one of the UK's largest PLCs operating in a project management/engineering environment. Their products have an enviable reputation worldwide and by their use of state of the art production methods and techniques, they are at the forefront of their industry.

Current expansion, cultural change and a desire to improve the provision of management information has created the need for a Financial Director. Reporting to the Managing Director, responsibilities will be many and varied, critical areas including improving and developing management information, supporting and encouraging a large team, inputting into the strategic direction of the business.

The ideal candidate will be aged 35-45

Michael Page Finance
Specialists in Financial Recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

HOUSE OF FRASER

Senior Finance Manager

London SW1

House of Fraser (Stores) Ltd is the premier department store group in the UK. The company has 59 stores throughout the country and has recently announced a planned flotation in 1994.

Reporting to the Financial Controller, the Senior Finance Manager will lead a central team of 30, responsible for the Head Office and retail financial accounting operations, and for the provision and interpretation of key financial information to management. Initial emphasis will focus on reviewing the effectiveness and quality of control procedures and accounting systems.

Candidates, aged 30-40, will be qualified accountants of graduate calibre who can

c £42,000 + Car

demonstrate a successful record of achievement preferably within a dynamic, retail environment. Excellent managerial and communication skills combined with strong technical ability and computer literacy will be essential. This is a development role for an ambitious finance professional with aspirations towards senior management.

Interested applicants should forward a comprehensive CV, quoting ref: 159623 to Mark Hurley ACMA or Jo Baker at Executive Division, Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH.

Michael Page Finance
Specialists in Financial Recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

Financial Controller (FD Designate)

London

£35-40,000 + Car + Bonus

Our client is recognised as one of Europe's foremost specialists in promotional merchandising and is an expanding subsidiary of a global marketing services group. This business meets the needs of many discerning blue chip clients by pursuing a policy of creative and innovative product ideas, competitive pricing, logistics management and worldwide buying expertise - all of these putting them ahead of the competition. Turnover for 1992 was in excess of £12 million showing substantial profit with a strong commitment to continued growth organically, through joint venture and by acquisition.

An internal promotion has created the need to appoint an ambitious qualified accountant with strong communication and technical skills. Reporting to the Managing Director and functionally to the Group Finance Director, the successful candidate will head a small team with full responsibility for financial reporting, financial planning/forecasting and analysis and treasury management.

Equally important are the personal qualities which must include a high level of energy and self-motivation coupled with an organised yet flexible approach.

Interested applicants should send a curriculum vitae to Guy Maitreya at Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH. Please quote ref: 160404.

Michael Page Finance
Specialists in Financial Recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

Group Financial Controller (Director Designate)

Shipping and Maritime Services

Northern England

Our client - a long established and highly respected UK plc - has built a profitable £30m turnover niche business based on technical innovation, high quality and outstanding customer service. Despite difficult market conditions, the Group has demonstrated considerable resilience and flexibility and is well placed to take advantage of new opportunities.

Reporting to the Managing Director, you will take responsibility for all finance and corporate reporting matters for the Group and its subsidiary companies. However, this is considerably more than a care and maintenance role, with a requirement to be proactively involved in commercial decision making and in the strategic management of the business.

Your key tasks will include:

- handling external relationships with investors, banks and institutions;
- reviewing and developing management information systems;

c. £45,000 + benefits

- ensuring that the board has necessary and timely information required for key decision-making;
- As your understanding of the business develops you will also take responsibility for negotiating and monitoring commercial contracts.

Preferrably a graduate and/or MBA, you must be a qualified accountant with senior line finance experience in a listed plc, preferably within a contractual services environment. Previous exposure to dealing with city institutions and investors would be advantageous. In addition to professional skills of the highest order, we will be looking for well developed interpersonal abilities, commercial acumen and the personal authority to command respect at all levels.

Career prospects are excellent, and success will be appropriately recognised in the confirmation of a Board appointment.

GKRS
SEARCH & SELECTION
PARK HOUSE, 6 KILLINGBECK DRIVE, YORK ROAD, LEEDS LS14 6UF. TELEPHONE: 0532 484848
A GKRS Group Company

Financial Director & Company Secretary

Cumbria

c. 30k + Car

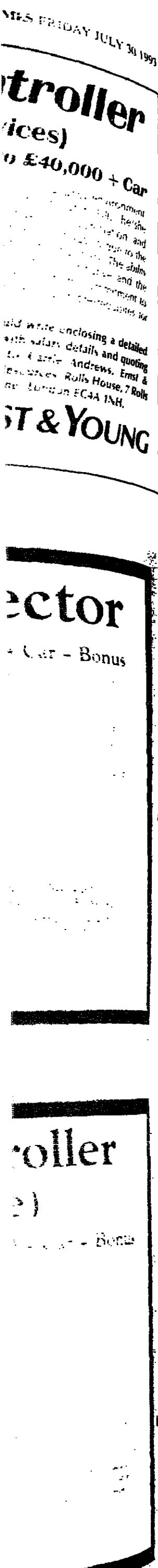
One of Cumbria's best known and most successful companies wishes to appoint a commercially astute Chartered Accountant who will assume full responsibility for all aspects of accounting and financial management and also act as Company Secretary.

With a fast growing turnover in excess of £10 million, the company is looking for a true professional not only capable of providing meticulous and efficient financial management and control, but of initiating and implementing coherent strategies to support ambitious business plans and to significantly influence further development and growth.

The ideal applicant will be an FCA with senior level experience in a listed plc and detailed knowledge and experience of the company secretarial function. An outstanding communicator and confident man-manager, you will possess the initiative and high degree of personal commitment needed to join the Board of a company with exciting prospects and further growth potential.

The comprehensive package includes assistance with relocation to a very attractive area. Please send a full CV to:

PAM JAMES ASSOCIATES
EXECUTIVE SEARCH AND SELECTION
1-2-5 THE BARRACKS, WHITE CROSS, LANCASTER LA1 4XO.



FINANCIAL TIMES FRIDAY JULY 30 1993

Galileo International, a highly successful partnership of eleven major airlines including British Airways, KLM, USAir, Swissair, Alitalia and United Airlines, is one of the leading providers of advanced computerised reservation systems to travel agents worldwide.

DIRECTOR OF REGIONAL FINANCE & ADMINISTRATION

Swindon

£50k-£60k + benefits + car

In 1994 we are projecting gross revenues in excess of £400 million. With aggressive sales and dynamic marketing we anticipate further impressive growth: we are and will continue to be an established leading global CRS.

Hands-on strategic financial management drives and directs this powerful pattern of expansion, and will define your central role in formulating and implementing our business plan in the important region of Europe, the Middle East and Africa.

This region currently embraces 45 countries; increasing market share in each and energetically adding more is an ongoing process in which you will play a highly significant role.

Reporting to the Chief Financial Officer in Chicago, you will play an essential role in this international, technology driven business, enjoying considerable autonomy in the critical areas of financial management, purchasing and administration for the region.

Many aspects of management control will be included: producing and interpreting management information, analysing and applying regional cost controls, and providing regular commercial and performance reviews. You will also be involved in providing support to Galileo's European managers.

With an accountancy qualification and a significant post qualification track record of successful financial management, it is probable that a proven background within, for example, an I.T. environment, will have given you the international experience required.

Besides possessing outstanding interpersonal, analytical and man management skills, you will need the resilience and maturity to accept ownership of complex projects.

Please write with your CV, including details of your current package, to: Lorraine Wilson, HR Manager (Marketing), Galileo International, Galileo Centre Europe, Windmill Hill, Swindon, Wiltshire SN5 9NX. Previous applicants need not apply. Closing date 5th August 1993.



Group Finance Director

Alexon Group plc, a vertically integrated fashion retailer, currently trades in the UK and Continental Europe under the brand names Alexon, Eastex and Dash, and is shortly launching a new brand, Ann Harvey, targeted at the outsize customer.

The Group is seeking a replacement for their Group Finance Director, who will be leaving later in the year following a successful refinancing of the business.

A rights issue, coupled with a new medium-term bank facility, will now enable a challenging and imaginative profit recovery programme to be implemented.

ALEXON GROUP plc

The successful candidate is likely to be an ACA or MBA, in the age range 35-45, who has had a good grounding in the conventional financial disciplines as well as experience in investor relations, corporate finance and strategic planning.

The appointment offers a salary negotiable from £75,000 p.a. and the usual benefits, including share options.

Please forward a CV (together with a letter outlining how your experience is relevant to this position) to:

John Osborn, Chief Executive, Alexon Group plc, 40-48 Guildford Street, Luton, LU1 2PB

FINANCE DIRECTOR NW LONDON

c.£48,000 + Car
Bonus + Benefits

Having clearly established itself amongst the market leaders in the importing, marketing and supply of a range of specialist products, this fast growing subsidiary of a major UK group needs a talented individual who can contribute to and drive a planned expansion programme in terms of development, control and strategy.

As Finance Director, you will ensure that appropriate systems and controls are in place to contain this expansion and spearhead an initiative to improve margins, control costs and tackle complex stock issues. You will address a range of ongoing tasks designed to improve bottom line performance and support the Managing Director in proactively managing the business.

As a qualified accountant, aged 30 upwards, you will have a minimum of five years' commercial experience gained within a manufacturing/distribution environment where a 'hands on' approach is vital. You will be numerate, task orientated, highly motivated and possess outstanding communication skills.

Interested candidates should write promptly to Michael Herst enclosing a full curriculum vitae, quoting reference MH443.

HARRISON WILLIS
EXECUTIVE SEARCH & SELECTION
39-40 Albemarle St, London W1X 3FD. Tel: 071-629 4463
LONDON • READING • GUILDFORD • STALBANS • BRISTOL • BIRMINGHAM

Finance Director

Competitive Package (Inc. Share Options)

Sutton, Surrey

The core activity of The Cheam Group Plc is the supply of water to 115,000 households and 4,000 businesses through its principal subsidiary, Sutton District Water Plc, in an area of approximately forty square miles in South-West London and Surrey. The Group has successfully diversified into related business activities and further acquisitions are envisaged. The current Finance Director is to be appointed Managing Director and his replacement is now sought.

THE APPOINTMENT

- Take responsibility for all aspects of financial accounting, management reporting and company secretarial duties.
- Ensure the optimum use of resources through the development of systems and the training and motivation of accounting staff.

■ Provide significant input to the consideration of broad commercial issues, including the evaluation of new acquisitions.

THE REQUIREMENTS

- Graduate, probably aged mid 40s to early 50s, with a recognised accountancy qualification.
- Significant financial management experience, ideally within a service-orientated Plc.
- Good communication skills.
- Computer literate with strong leadership ability.

Please apply in writing with a full CV and salary details, quoting reference 90477/C, to Geoffrey Mather, K/F Associates, Pepys House, 12 Buckingham Street, London WC2N 6DF.

K/F ASSOCIATES
Selection & Search

A DIVISION OF KORN FERRY INTERNATIONAL

Finance Director Designate

Central London

c. £40,000

A progressive company providing professional consultancy services to the property development and construction industry, we wish to further strengthen our financial management and maintain a steady expansion in a competitive market.

Mainly operating in the UK, we have a staff of 200 and a fee income of £10 million per annum.

The appointment will initially be as Company Secretary to the four operating companies. A directorship on the board of the holding company would be open to an individual of proven capability.

Your responsibilities will include the provision of financial objectives; cash management; group consolidations; budgetary controls; reviews of the manner in which we account for our businesses including reviewing the computerised financial management system.

You will have had experience in a service company or in industry and be able to demonstrate an ability to organise the most cost effective running of subsidiary operating companies.

You will be expected to exhibit high qualities in your accounting disciplines and standards.

Your personal qualities must include enthusiasm and an ability to manage the five staff under your control effectively, with firmness, good humour and clarity of direction. Above all you must exhibit an ability to communicate clearly and concisely at all levels.

Candidates should write to Peter Williams enclosing full career and salary details to the address below:

Box B1616, Financial Times,
One Southwark Bridge, London SE1 9HL

General Management Russia to £100,000

For a joint venture telecommunications services company, part of an expanding international communications group.

THE TASK is to direct and manage the timely construction and profitable operation of several telephony based systems in Russia.

THE NEED is for a proven business manager, fluent in Russian, with a demonstrable record of successful start-ups within a service industry.

LOCATION is Russia. Preferred age range 35-45. A full range of expatriate benefits will be available.

Write in confidence, enclosing Curriculum Vitae quoting ref. E7642 to:

TK

SELECTION

8 Hallam Street, London, WIN 6DZ Fax: 071 631 5317

A DIVISION OF TYZACK & PARTNERS

Head of Finance

Exciting UK & European growth company

York c.£50,000 package plus car and benefits

By the end of the current financial year, our client's turnover will have doubled since 1992 to an anticipated level exceeding £65 million. A value added distributor in the IT services market, which itself is growing at 20% per annum, and with new markets being continually defined, future growth prospects in the UK and continental Europe are excellent. Growth means challenge and change and is the reason for this newly created post.

The Head of Finance will contribute significantly to the formulation, implementation and achievement of financial strategy whilst managing some 15+ staff. Reporting to the Finance Director, the successful candidate will assure the quality and integrity of financial and management information, evaluate performance, provide commentary with forecasts and action plans. A key aspect of the role will be the provision of commercial and financial advice to senior operational management. Working capital, treasury and foreign exchange are areas that candidates must have the experience to successfully manage. Candidates should also possess Company Secretarial experience.

To succeed in this role, candidates will be able to take rapid change in their stride, initiate and assist in the management of change. A highly commercial attitude and the ability to make a positive contribution to business success must be demonstrated through prior roles. The role also requires strong previous exposure to the budgeting and forecasting process, a good knowledge of financial, legal, tax and statutory obligations as well as IT applications within finance. Needless to say, candidates must cope with pressure, prepare and keep to agreed deadlines. The ability to lead, motivate, manage and develop a team should be evidenced from past experience. The measure of suitability will be the capability of candidates to deputise for the Finance Director.

If you are interested in this role, and are ideally, although not necessarily, locally based, please send your CV quoting reference 2405, current or most recent remuneration, day and home telephone numbers to James Forte, at the address below.

KPMG Selection & Search
1-2 Dorset Rise, Blackfriars, London EC4Y 8AE

Vous fait part d'un accord publicitaire avec les ECHOS le quotidien économique le plus important en France. Dans la rubrique "Offres d'emploi Internationales", une annonce conjointe dans le FINANCIAL TIMES et LES ECHOS augmentera de façon substantielle l'impact de votre message sur les cadres dirigeants en Europe. Chaque semaine les annonces paraîtront dans les Echos le mardi et dans le Financial Times le mercredi ou le jeudi (le vendredi dans l'édition internationale du Financial Times). Pour de plus amples renseignements, veuillez contacter:

CLARE PEASNELL 071 873 4027

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

COMMODITIES AND AGRICULTURE

LME issues warning over copper squeeze

By Kenneth Gooding,
Mining Correspondent

THE LONDON Metal Exchange yesterday reacted to widespread suggestions of that its "flagship" copper market, on which most contracts around the world are based, was being manipulated to boost the price.

It formally warned market users that it was continuing to monitor very closely the acute technical supply tightness that had developed between September and early October and "will not hesitate to take such steps as are deemed necessary in the light of any changing situation".

Mr David King, chief executive, strode on to the floor of the exchange to remind members that LME rules gave the board draconian powers to ensure there is an orderly market. He said later: "We wanted to make very clear what powers we have and that we won't hesitate to use them".

An earlier warning on July 14 that the LME was monitoring the copper market had little impact and yesterday's intervention also had no immediate effect. The backwardation (premium for metal for immediate delivery) for September to three months last night remained \$17 a tonne.

Analysts suggested the LME's action was proof that the copper market was being manipulated because if ordinary market forces were at play the board would not have been so overtly concerned. One trader pointed out that market volumes were huge so it was therefore easy to trade and for positions to be unwound. But those behind the squeeze would probably defy the LME's authority.

Options activity suggests those behind the squeeze are

looking for copper prices of \$2,000 a tonne in September to October. Last night copper for delivery in three months was up \$1.25 to \$1,965 in spite of LME stocks standing at a 15-year peak of 463,000 tonnes.

The situation is highly reminiscent of the technical squeeze in December, 1991.

That resulted in the LME board taking the unprecedented step of limiting the backwardation to \$25 a tonne a day (until recently LME copper was quoted in sterling).

Unusual activity has kept the copper market in turmoil for much of this year. The price fell by one quarter in only five weeks, culminating in a 5% year low of \$1,705 a tonne in May. Several LME trading houses suffered huge losses because of that sudden and steep collapse.

Now the price has bounced back and, according to Mr Simon Hunt, chairman of the Brooks Hunt and Associates consultancy group, a "ferocious battle is being fought out on the LME between the copper bulls and bears". He says the bulls, mainly financial institutions together with one or two big metals market players, are rumoured to have bought forward more than 600,000 tonnes of copper.

Mr Hunt warns: "There is a mixture of knowledgeable selling [the trade] and ignorant buying [the institutions] which, against the background of deteriorating fundamentals, is bound to cause copper prices to fall suddenly and sharply at some time this year". He says continuing high prices will delay necessary cuts in copper output and will lead to a cumulative supply surplus of 1m tonnes by the end of this year and one of 2.9m tonnes by the end of 1996.

Curragh hopes to reopen Yukon zinc/lead mines

By Robert Gibbons in Montreal

CURRAGH RESOURCES, operating under bankruptcy protection, hopes to reopen its two Yukon zinc/lead mines in the first half of 1994 if two big Korean investors finally put up C\$50m (£26m) in new equity and the company succeeds in getting a C\$34m government loan guarantee.

But Mr Clifford Frame told the annual meeting in Toronto that Curragh also needed to restructure C\$200m of debt and be confident of a zinc price of

about 50 US cents a pound and a lead price of 22 cents a pound, substantially higher than present levels.

It was Curragh's first annual meeting since an explosion in a company coal mine in Novia Scotia in May 1992 killed 26 miners. The company faces manslaughter charges.

Curragh has to raise C\$25m

in new equity to seal the investment by Korea Zinc and Samsung. It hopes to complete its financial restructuring in September and emerge from protection.

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September and emerge from

protection.

Compiled from Reuters

MARKET REPORT

ALUMINUM prices lost earlier gains yesterday afternoon as

lingering concern over production at the former Soviet Union's Sayansk smelter faded. The market settled back into its previous restricted range with final London Metal Exchange business at an unchanged \$1,219 a tonne for three months delivery. The TIN market seemed to be heading for a test of recent 20-year lows as the three months position closed \$17.50 down at \$4,917.50 a tonne.

NICKEL prices consolidated in the afternoon, having earlier run into some overhead selling at \$5,050 a tonne for the three months

London Markets

SPOT MARKETS

Crude oil (per barrel) POD/Spot + or -

Oct \$14.72-4.75u -0.025

Brent Blend (dodat) \$16.95-7.01 -0.149

Brent Blend (Spot) \$16.95-7.01 -0.050

WTI (f m est) \$18.18-8.21u -0.005

Oil products

DWIE prompt delivery per tonne CIF + or -

Prefined Gasoline \$194-198 -1

Gas Oil \$183-184

Heavy Fuel Oil \$60-61

Kerosene \$165-166 -0.6

Petroleum Asphalt Estimates

Other + or -

Gold (per troy oz) \$304.1 -0.1

Silver (per troy oz) \$15.56

Patinum (per troy oz) \$403.25 +4.05

Palladium (per troy oz) \$141.50 +1.1

Turnover 32343 (20517)

Rubber (Spot) \$8.75p -0.25

Rubber (Coty) \$9.25p -0.25

Rubber (KL RSS No 1 Jul) 208.00

Cocoa (KL RSS No 3 year) 208.00

Tin (New York) 225.30

Zinc (US Prime Western) 82.00

Cane sugar weight 122.50p -0.04*

Sheep (per weight) 93.74p +2.88*

Pigs (per weight) 72.15p -4.05*

London daily sugar (raw) \$241.50 +4.17

London daily sugar (white) \$265.00 +4.00

Tata and Lyle export price \$272.00 +1

Barley (English feed) 1.90

Malt (US No. 3 yeast) 217.00

Wheat (US Dark Northern) 146.5

Rubber (Spot) \$8.75p -0.25

Rubber (Coty) \$9.25p -0.25

Rubber (KL RSS No 1 Jul) 208.00

Cocoa (Philippines) \$457.50

Palm Oil (Malaysia) \$380.01 -0.25

Copra (Philippines) \$205.50

Soybeans (US) \$205.50 -4

Cotton "A" Index 58.40p -0.05

Wooltops (US Sups) 35cp

A 100 units unless otherwise stated. Prices for spot, futures, cash-settled, 1-month, 3-month, 6-month, 12-month, 18-month, 24-month, 36-month, 48-month, 60-month, 72-month, 84-month, 96-month, 108-month, 120-month, 132-month, 144-month, 156-month, 168-month, 180-month, 192-month, 204-month, 216-month, 228-month, 240-month, 252-month, 264-month, 276-month, 288-month, 300-month, 312-month, 324-month, 336-month, 348-month, 360-month, 372-month, 384-month, 396-month, 408-month, 420-month, 432-month, 444-month, 456-month, 468-month, 480-month, 492-month, 504-month, 516-month, 528-month, 540-month, 552-month, 564-month, 576-month, 588-month, 600-month, 612-month, 624-month, 636-month, 648-month, 660-month, 672-month, 684-month, 696-month, 708-month, 720-month, 732-month, 744-month, 756-month, 768-month, 780-month, 792-month, 804-month, 816-month, 828-month, 840-month, 852-month, 864-month, 876-month, 888-month, 896-month, 908-month, 916-month, 928-month, 940-month, 952-month, 964-month, 976-month, 984-month, 996-month, 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1660-month, 1668-month, 1676-month, 1684-month, 1692-month, 1696-month, 1704-month, 1712-month, 1720-month, 1728-month, 1736-month, 1744-month, 1752-month, 1760-month, 1768-month, 1776-month, 1784-month, 1792-month, 1796-month, 1804-month, 1812-month, 1820-month, 1828-month, 1836-month, 1844-month, 1852-month, 1860-month, 1868-month, 1876-month, 1884-month, 1892-month, 1896-month, 1904-month, 1912-month, 1920-month, 1928-month, 1936-month, 1944-month, 1952-month, 1960-month, 1968-month, 1976-month, 1984-month, 1992-month, 1996-month, 2000-month, 2004-month, 2008-month, 2012-month, 2016-month, 2020-month, 2024-month, 2028-month, 2032-month, 2036-month, 2040-month, 2044-month, 2048-month, 2052-month, 2056-month, 2060-month, 2064-month, 2068-month, 2072-month, 2076-month, 2080-month, 2084-month, 2088-month, 2092-month, 2096-month, 2098-month, 2100-month, 2104-month, 2108-month, 2112-month, 2116-month, 2120-month, 2124-month, 2128-month, 2132-month, 2136-month, 2140-month, 2144-month, 2148-month, 2152-month, 2156-month, 2160-month, 2164-month, 2168-month, 2172-month, 2176-month, 2180-month, 2184-month, 2188-month, 2192-month, 2196-month, 2200-month, 2204-month, 2208-month, 2212-month, 2216-month, 2220-month, 2224-month, 2228-month, 2232-month, 2236-month, 2240-month, 2244-month, 2248-month, 2252-month, 2256-month, 2260-month, 2264-month, 2268-month, 2272-month, 2276-month, 2280-month, 2284-month, 2288-month, 2292-month, 2296-month, 2300-month, 2304-month, 2308-month, 2312-month, 2316-month, 2320-month, 2324-month, 2328-month, 2332-month, 2336-month, 2340-month, 2344-month, 2348-month, 2352-month, 2356-month, 2360-month, 2364-month, 2368-month, 2372-month, 2376-month, 2380-month, 2384-month, 2388-month, 2392-month, 2396-month, 2400-month, 2404-month, 2408-month, 2412-month, 2416-month, 2420-month, 2424-month, 2428-month, 2432-month, 2436-month, 2440-month, 2444-month, 2448-month, 2452-month, 2456-month, 2460-month, 2464-month, 2468-month, 2472-month, 2476-month, 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2812-month, 2816-month, 2820-month, 2824-month, 2828-month, 2832-month, 2836-month, 2840-month, 2844-month, 2848-month, 2852-month, 2856-month, 2860-month, 286

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CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Day of turmoil in the ERM

SEVERAL currencies in the European exchange rate mechanism were pushed close to their floors against the D-Mark yesterday, after the Bundesbank shocked the exchange market by leaving its discount rate unchanged, writes James Blitz.

The Bundesbank's decision to leave its interest rate floor at 6.75 per cent came as a huge surprise to dealers, who had been led to think that easing in German monetary policy yesterday would help France to cut its interest rates and ease the burden of recession.

The French franc fell by 1 centime almost immediately after the news. Substantial intervention by the Bank of France and the Bundesbank held the franc to a London close of FFr34.417, but it slipped as low as FFr34.4262 after ERM trading closed at 4pm.

The Danish crown fell below its ERM floor against the Dutch guilder at one stage. By the close of trading it was at Dkr3.3900 to the D-Mark, fractionally above its ERM floor of Dkr3.9016.

The Belgian franc fell to historic lows against the German currency, and was 122 basis points below the D-Mark in the ERM grid at the close of trading - destroying the informal 50 basis point band that the Belgians had declared.

Central bank intervention held the peseta and escudo above their ERM floors but, after official trading in the system had closed, the peseta was quoted as low as Ptas24,4195 against a floor of Ptas24,03.

The dollar reaped the benefits of being a safe haven in a crisis, closing at DM1.7345 from a previous DM1.7200. There were different assessments in the main London dealing rooms about the level of intervention. One leading analyst said that his bank had seen DM1.60n of support for the French franc. He claimed to have seen gigantic intervention to support the peseta, to

little effect.

Others estimates were more modest - but there was general agreement that the intervention in support of the franc had nearly matched the overall level of DM20bn seen last Thursday. The Dutch central bank reportedly described intervention to support the Danish krone as "massive."

There was widespread belief that the ERM would shortly collapse unless there was a realignment of the system in the next few days. One dealer said the showdown could come today, after fund managers had decided what action to take overnight.

But there were lingering concerns about whether to sell the French franc. Some New York based hedge funds remained absent last night. One analyst wondered whether the Bundesbank had left instructions for an automatic cut if the franc hits its floor.

EMS EUROPEAN CURRENCY UNIT RATES

	Jul 29	Lastest	Previous
1 day	1.0000	1.0000	1.0000
1 month	0.9727	0.9727	0.9727
3 months	0.9516	0.9516	0.9516
12 months	0.9359	0.9359	0.9359

Forward premiums and discounts apply to the US dollar.

£ IN NEW YORK

	Jul 29	Lastest	Previous
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Forward premiums and discounts apply to the US dollar.

STERLING INDEX

	Jul 29	Previous
1 day	81.4	81.3
1 month	81.3	81.3
3 months	81.3	81.3
12 months	81.3	81.2

Forward premiums and discounts apply to the US dollar.

CURRENCY RATES

	Jul 29	Rate	Special	European
	Jul 29	1 day	1 month	1 year
US Dollar	1.308	1.308	1.308	1.308
Australian \$	1.2695	1.2695	1.2695	1.2695
Canadian \$	1.41	1.41	1.41	1.41
Swiss Franc	0.62	0.62	0.62	0.62
Dutch Guilder	0.83	0.83	0.83	0.83
French Franc	7.56724	7.56724	7.56724	7.56724
German Mark	1.74872	1.74872	1.74872	1.74872
Italian Lira	1.0256	1.0256	1.0256	1.0256
Japanese Yen	102.177	102.177	102.177	102.177
New Zealand \$	1.15	1.15	1.15	1.15
Norway Krone	1.15	1.15	1.15	1.15
Portuguese Escudo	1.15	1.15	1.15	1.15
Swiss Franc	0.62	0.62	0.62	0.62
UK Pound	1.15	1.15	1.15	1.15
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NEW YORK STOCK EXCHANGE COMPOSITE PRICES

AMERICA

Bond rally, program trading lift US stocks

Wall Street

A BIG bond market rally, spurred by news of weaker-than-expected economic growth, and heavy program trading combined to lift US share prices to new record highs yesterday morning, writes Patrick Harverson in New York.

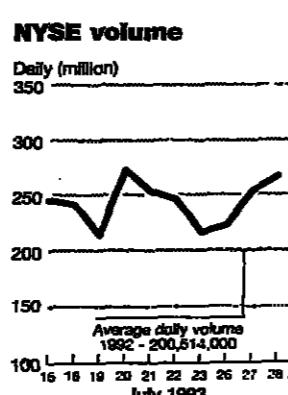
At 1 pm. the Dow Jones Industrial Average was up 18.44 at 3,571.89, almost five points above its previous all-time high. The more broadly based Standard & Poor's 500 was 3.09 firmer at 450.28, while the Amex composite was up 0.79 at 435.79, and the Nasdaq composite up 2.84 at 708.23. Trading volume on the NYSE was 1.56m shares by 1 pm.

Although the day's main economic news was not encouraging, the sharp drop in bond yields that followed was good for sentiment. The commerce department's announcement that GDP grew by 1.6 per cent in the second quarter surprised analysts, who had been expecting growth of more than 2 per cent.

The unexpected weakness in economic growth sparked heavy buying of government securities, which pushed the yield on the 30-year bond down to 6.58 per cent. The drop in

yields delighted equity investors, who have been worried lately by rising bond yields, and after a hesitant start led to a rush of demand for stocks around mid-morning. The upward movement in prices was exacerbated by a spate of buy programs.

The gains were achieved in spite of the bad economic news



(which included a bigger-than-forecast 43,000 rise in weekly jobless claims), and the disappointing overnight news that the German central bank had decided not to lower its main interest rate.

Motor stocks were firmer. General Motors climbed 3% to \$47.47 after the company announced second quarter

earnings of \$889.1m, a big improvement on a year earlier, when following a big restructuring charge GM posted losses of \$703.2m. Ford and Chrysler, which reported stronger profits earlier this month, were markedly higher, up \$1 at \$53 and \$1.50 at \$44, respectively.

Insurance stocks were up on good earnings news. American International Group put on \$2.50 at \$47. Transamerica firms \$1.50 at \$55.40, and Lincoln National added \$2 at \$40.

ITT climbed \$1.10 to \$88.50

as the diversified conglomerate reported a 152 per cent increase in second quarter profits to \$267m.

Drug stocks, which rose sharply on Wednesday on news of several major alliances in the global pharmaceuticals business, fell back. Johnson & Johnson fell 5% to \$36.40, Merck gave up 5% to \$30.25, Schering-Plough fell 1.5% to \$63.40 and Pfizer eased 5% to \$62.30.

However, Mr Patrick Shields,

a German analyst at NatWest Securities, believed that while there was intense pressure on the franc it would hold its course within the ERM.

SPECULATION over the future of the ERM intensified yesterday after the Bundesbank disappointed, surprised and baffled the markets by leaving the discount rate unchanged.

Immediate reaction from many European strategists and analysts was not as confused as the signals emanating from Frankfurt, which was probably due to a split decision among Bundesbank council members.

Mr Andrew Roche of Morgan Stanley said that the Bundesbank had chosen to focus on domestic economic difficulties rather than the wider Eurozone vista, and that the break-up of the ERM was now likely before October.

Mr Andrew Bell of BZW believed that there was now a 55-60 per cent chance that the ERM would be suspended in the coming days, with the reason perhaps being portrayed as the unique difficulties of the German economy.

However, Mr Patrick Shields, a German analyst at NatWest Securities, believed that while there was intense pressure on the franc it would hold its course within the ERM.

although French interest rates would very likely have to rise under this scenario. He noted that a franc devaluation would be damaging to Germany's balance of trade since France was a major export market.

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Among the day's movers were the interest rate sensitive: Peugeot gained FFr7 to FFr6.8bn, St Gobain, FFr23 to

FT-SE Actuaries Share Indices

THE EUROPEAN SERIES									
July 29	Open	10.30	11.00	12.00	13.00	14.00	15.00	Closes	
FT-SE Eurotrack 100	1239.41	1240.00	1240.83	1240.49	1240.54	1241.57	1242.01	1242.42	
FT-SE Eurotrack 200	1269.05	1269.87	1300.88	1300.05	1298.80	1303.03	1304.89	1305.99	

July 28 Jul 27 Jul 26 Jul 25 Jul 24

FT-SE Eurotrack 100 1238.35 1238.95 1240.21 1224.42 1217.14

FT-SE Eurotrack 200 1297.55 1297.42 1243.51 1279.95 1275.93

Data taken 10am 02/07/93 Midday: 100 - 1201.50; 200 - 1301.50; 100 - 1237.54; 200 - 1345.61

first half pre-tax profits.

LISBON opened firmly on continued demand for blue chip issues. But, said Mr Paulo Araujo of Schroders, the market did not react well to the Bundesbank's action and buying slowed sharply. The BTA index finished 1.76 higher at 2,223.9.

MADRID surged past after the news from Frankfurt and the CAC-40 index closed at its highest level since May 1992, rising 46.47 or 2.34 per cent to 2,036.00. Turnover also accelerated to FFr4.5bn from FFr2.8bn.

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Buying was broadly based, with the banking and building sectors in particular demand.

Argentaria rose Pta400 or 8 per cent to Pta5,400 in the wake of its 14.6 per cent rise in

AMSTERDAM strengthened, the CBS Tendy index climbing 1.7 or 1.4 per cent to 121.4, DSM which fell 8 per cent after posting a sharp fall in second quarter profit and forecasting a disappointing third quarter, ended the day 90 cents up at FFr5.40.

BRUSSELS rebounded late in the session wiping out losses seen in immediate response to the German news. The Bel-20 index shed 1.66 to 1,200.01.

MILAN opened firm, with the mood helped by indications that the government plans to press ahead with electoral reform in response to the bombings earlier in the week. But prices gave up some of their advance and the Comit index finished up 3.03 at 661.34.

Fiat fell L118 to L1,548 with one large seller said to be active. Telecoms were firm as progress was seen with the privatisation programme. Sip added L54 to L2,388 in volume of 15.7m shares while Stef

added L83 to L3,886 in volume of 7.6m shares. ZURICH eased, with profit-taking in blue chips leaving the SMI index 8.3 lower at 2,400.6.

underpinning equity prices. If this is so, it will take a sharp drop in the bullion price to crack share prices.

Certainly local institutions appear underweight in gold. Whereas the All Gold index accounts for 10 per cent of the overall JSE capitalisation, reports from the 23 general equity unit trusts for the June quarter reveal that 16 of them have 5 per cent or less gold in their portfolio. These figures confirm that the buying has been coming from offshore.

JSE figures released two weeks ago show that, following years of being net sellers of equities, non-residents have bought more than R20m of shares this year, most of which will have gone into gold.

As big a headache as the outlook for the gold is the high level of the industrial market, currently on a dividend yield of 2.5 per cent. This level has only twice been reached before during the 1969 and 1987 crashes. The market appears to be discounting some fairly robust profits growth, but this is not a view supported by economic fundamentals.

Predictions for 1993 GDP growth are in the 4.0 to 4.5 to 5.0 per cent range and 1994 is seen as offering only modest growth prospects. Corporate profits are thus likely to remain under pressure for some time, though the downward trend in interest rates will offer some respite.

As for the politics, the market is either taking a very sanguine view of negotiations, or believes that equities will be the best place to be, should the situation unravel. In all, a better time to be a broker than a fund manager.

Paris greets Buba news with 2.3% gain

Speculation over the future of the ERM intensified yesterday after the Bundesbank disappointed, surprised and baffled the markets by leaving the discount rate unchanged.

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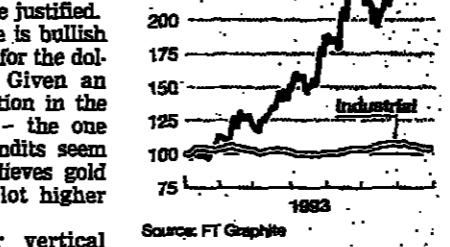
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Source: FT Graphics

institutions and European investors have been on the sidelines or selling. These investors, the reasoning goes, may well use any weakness in share prices as an excuse to get into the market, thus

underpinning equity prices. If this is so, it will take a sharp drop in the bullion price to crack share prices.

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Friday July 30 1993

3% gain

Japan will play a bigger world role but will become harder to deal with: INSIDE

FINANCIAL TIMES SURVEY

JAPAN

Friday July 30 1993

Pervasive problems in Japan's financial system have culminated in the worst economic and political difficulties for 20 years. They coincide with a profound rethink of Japan's world role after the end of the Cold War, writes Charles Leadbeater

This crisis is different

JAPAN has been through a cathartic year of crisis. Consensus, stability and long term planning are widely thought to be the hallmarks of Japanese society, the cultural underpinning of its economic success. Yet the last year has shown with a vengeance that crisis and upheaval are just powerful engines of change and innovation, forcing companies and political parties, bureaucrats and middle managers to reassess traditional methods and ways of thinking.

Japan has been through periods of upheaval and crisis before, largely brought on by economic shocks delivered from the outside. In the early 1970s the revaluation of the yen, followed by the oil shocks, forced painful economic restructuring. In the 1980s the lowering of the US dollar placed similar strains upon Japan's competitiveness.

There is something different about the present upheaval. Japan's economic difficulties - it is in the midst of the most protracted downturn for 30 years - were in large part brought on by domestic factors, particularly the weakness of the financial sectors, after the collapse of the speculative bubble economy of soaring land and stock prices in the late 1980s. The current downturn is not the result of a sharp shock to the international competitiveness of Japanese manufacturing. It is the result of

pervasive problems with the country's financial system.

But it is not simply that the nature of Japan's economic difficulties differ from past crises. The scale and scope of this upheaval differs, for its stretches from finance and manufacturing to the political system and Japan's foreign relations as well as reaching into Japan's social values.

The political upheavals



Picture: Reuters
Premier Miyazawa welcomes Yeltsin and Clinton to Tokyo's G7 talks

recognition that Japan should play a larger world role, in part because it cannot avoid doing so as a major economic power in a post cold war world.

To European and US ears it may sound odd to say that Japan is in crisis. Unemployment is still low, at 2.5 per cent. The economy has not slipped into outright recession unlike the recent experience of the UK, Germany and the US.

Japan is running a record current account surplus with its trading partners which could be world record this year.

Yet crisis is the right term, because old assumptions and certainties are being overturned, and tried and tested precedents which had guided Japanese policy are being found wanting. Myths are

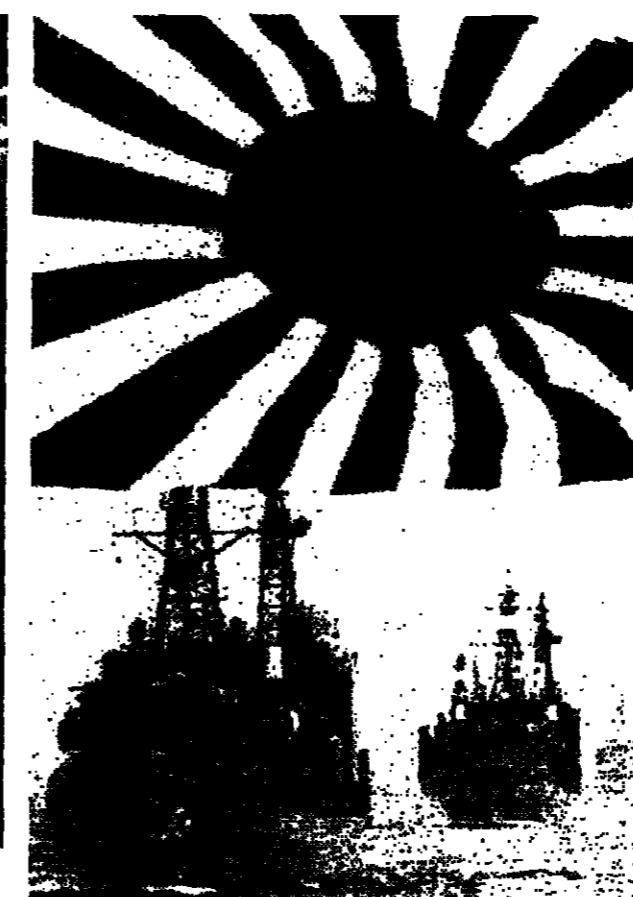
being exposed in five areas:

● Finance. The Japanese financial system is facing probably its most serious and protracted crisis since the 1930s. The country's main banks are carrying a heavy burden of bad debts left behind by the excessive policy lending in the late 1980s.

In past recessions the financial system has been stable while manufacturing companies have adjusted to threats to their international competitiveness.

Now the financial system itself is being forced to restructure and reform. The worst of the crisis is probably over. But it will take several years before the backlog of bad debts is fully cleared up.

● Industry. Manufacturing companies are embarking on long term restructuring plans



Picture: Reuters
A flotilla leading last October's 60-vessel review of the Japanese navy

to enhance their competitiveness. These will involve greater investment abroad, especially into south east Asia.

But most manufacturers are determined to maintain a solid core of operations in Japan despite its relatively high costs. To achieve this they are implementing far reaching changes in the way they design and make products to improve efficiency.

In the car and electronics industries, which have been the engines of the growth of the Japanese economy over the past two decades, the situation is particularly troubling. Consumer electronics and computer companies say they are facing a "new product recession", because they are facing for the first time in their lives very low growth in consumer

demand and chronically depressed prices.

● Foreign relations. Japan's foreign policy is being reshaped by the end of the cold war. Japan's old foreign policies - the right's adherence to US leadership and the left's pacifist opposition to it - are being challenged by a new realism, underpinned by a muted Japanese nationalism.

The young new realists want Japan to play a larger world role, commensurate with its economic power. One of the first signs of this new assertiveness, especially evident among younger bureaucrats and managers, was the stiff Japanese opposition to US demands for numerical targets to open up the Japanese market to foreign goods and to cut the trade surplus.

Over the next few years, with its sights on a seat as a permanent member of the UN security council, Japan will be charting its way cautiously into a more independent international role.

For 40 years since the second world war Japan has relied upon US leadership to guide it diplomatically. In the next decade it will rely less on the US.

● Social change. In the past two years the salarymen and women who make up most of the Japanese workforce have seen some of their cherished myths evaporate. For most of the post war era Japan's scarce land has been one of its safest investments for Japanese savers. Yet in the past two years land has fallen in value by about 30 per cent in the wake of the collapse of the economic bubble.

This year there has been another shock as many large companies such as Nissan, Matsushita and NTT have announced plans to cut their workforce, throwing in doubt their commitment to a fully fledged lifetime employment system which is widely regarded as one of the hallmarks of management of large companies.

These cuts are modest compared with the restructuring underway in German industry, yet for Japanese workers brought up on a diet of security and loyalty they have been a shock.

● Politics. The precise outcome of Japan's political turmoil is far from clear. Yet it is clear that a fundamental process of political change is underway.

The socialist opposition has been deeply wounded and is unlikely to recover from the setbacks it suffered in the general election. The LDP may face a period in which it can only exert its influence through coalitions. Young reformers in new conservative parties are setting the pace for Japanese politics. As a result political reforms, probably including far-reaching reforms to electoral system, are almost certain.

The centre of gravity of the political system is shifting, in a belated response to

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the economic and social changes which have swept Japan as it has become perhaps the strongest economy in the post-cold-war world.

The old dividing line between left and right is increasingly irrelevant. For the foreseeable future the most important divide in Japanese politics, which will cut across the main parties, will be between modernisers and traditionalists.

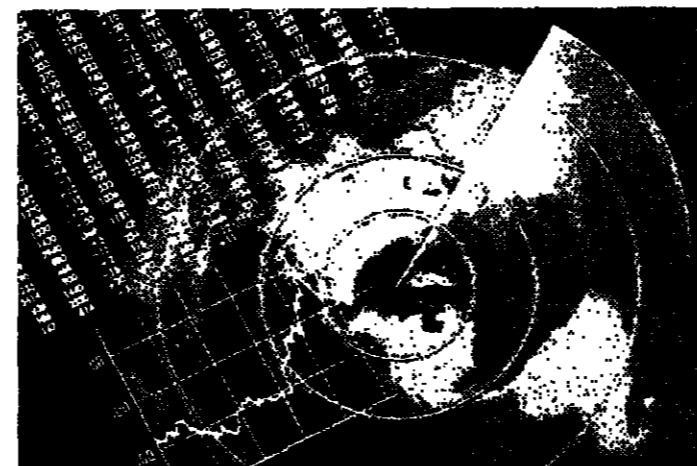
Supporters of political reform are spread through all parties. Elderly defenders of the status quo congregate in both the LDP and the SDP. Reformers in different parties often have more in common with one another than with their seniors within their own party.

The rise of the new conservative parties - the Japan Renewal Party, the Japan New Party and the New Harbinger Party - is the most visible sign of this shift. But across the political system the balance of power is swinging in favour of modernisers.

The divide between young and old will be enduring and could provide fertile soil in which the modernising conservative parties will take root.

It is too early to say what will emerge from this period of modernisation, partly because it will wholeheartedly embrace large tracts of tradition. Japan's financial and industrial sectors will probably emerge yet more competitive in a few years time. Its political institutions and social life may become more open and transparent. Japan may become gradually more assertive and independent in the world, particularly as far as Asia is concerned.

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A colder environment: skiers enjoy an indoor artificial snow slope opened earlier this month at Funabashi, near Tokyo

JAPAN 2

The economic outlook is not promising, says Charles Leadbeater

Clouds of uncertainty

THE Japanese economy is still stuck. In spite of hopeful signs early in the year that a recovery was imminent, it is still too early to say that the economy has bottomed out from the long decline which began with the sharp fall in land and stock prices in 1991.

This short term uncertainty about when the economy will hit the bottom is only further clouding its medium term outlook. It seems increasingly likely that when growth resumes it will be extremely moderate and tentative.

In the longer term, beyond the next couple of years, the strength of the economy will depend upon Japan's capacity for further fundamental restructuring to deliver growth. It achieved this with a vengeance in the 1970s in response to the oil shocks, by manufacturers upgrading their product ranges and shifting from heavy to light industry.

Now Japan faces challenges of a similar magnitude - not just in the structure of its industry but also in its markets for labour, assets and consumer goods - if its economy once again is to grow strongly in the second part of this decade.

The slump set off by the sharp fall in stock and land prices which began two years ago is still with Japan in the year to this March the economy grew by about 0.3 per cent, the lowest rate since the oil shocks of the 1970s. In the past few weeks forecasters have been downgrading their estimates of what is to come this year and next.

Optimists, such as Mr Robert Feldman, chief economist at Salomon Brothers, the US securities house, predicts that the economy will grow by 3.2 per cent this fiscal year to next March and by 3.4 per cent in the following year.

However, many other forecasters believe growth will be more moderate, at closer to 2.5 per cent or less.

In the short run there is growing evidence that the slowdown in the economy has been arrested by a huge public sector effort to prop up the economy and prevent it falling into recession.



Picture: Associated Press
Tokyo currency dealer: massive intervention has arrested the slowdown

by the rise in the value of the yen from about Y125 to the dollar at the start of the year to about Y108; mounting pressure over Japan's trade surplus and the recession in Europe. In spite of their rapid growth the south east Asian economies are unlikely to provide an alternative market in the short run, especially for more expensive, sophisticated goods.

In the longer run, the outlook for the economy will depend on a different mix of factors. There are powerful forces working towards a resumption of high growth in Japan. The US will maintain its pressure for Japan to run an expansionary economic policy to stimulate demand for imports to cut the trade surplus. Japanese manufacturing companies are busily laying the basis for a new surge in productivity in the next few years, with ambitious programmes to increase efficiency.

However, against these forces that will drive growth are other factors that will constrain it. The political uncertainty may cast a shadow over the prospects for further fiscal stimulus.

The decline in Japan's birth rate, slow growth of its working age population and rapid ageing mean Japan could face a structural labour shortage unless it allows greater immigration. This labour market constraint could limit Japan's capacity for non-inflationary growth.

Japan's asset markets present another constraint. Policy makers are so worried that the stimulus may spill over into another bout of speculation to match the late 1980s that they want to control growth.

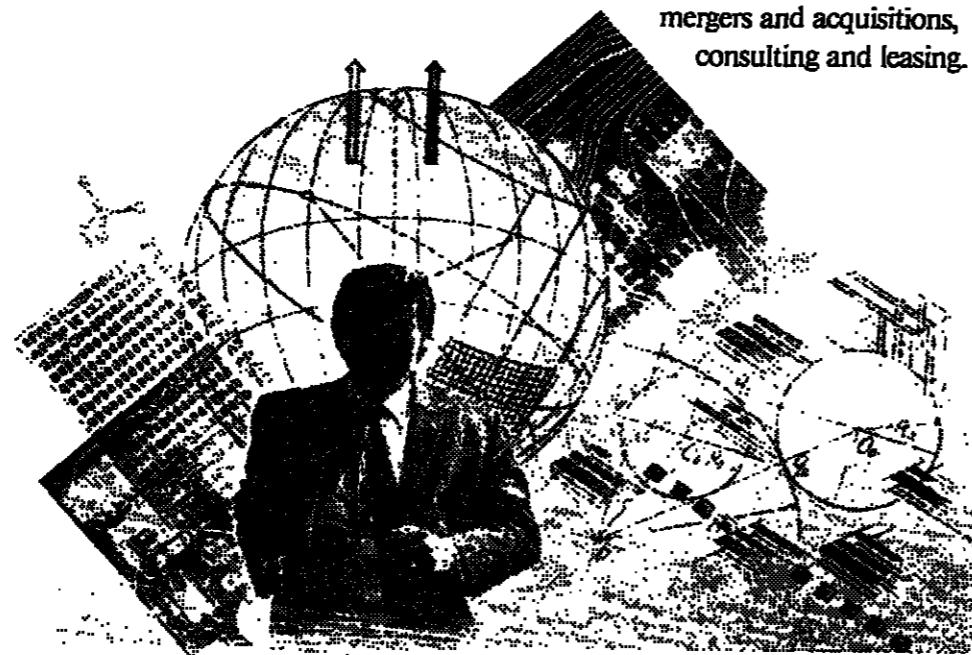
Meanwhile, the pressure from the US over the scale of Japan's trade surplus, which is expected to be worth about \$150bn this year, means that there is a curb on Japan's access to foreign markets as a source of growth.

The main hope for escape from these constraints lies with reforms at home to create conditions for more sustainable domestic demand-led growth, by freeing consumer and retailing markets to increase the share of consumption within the economy.

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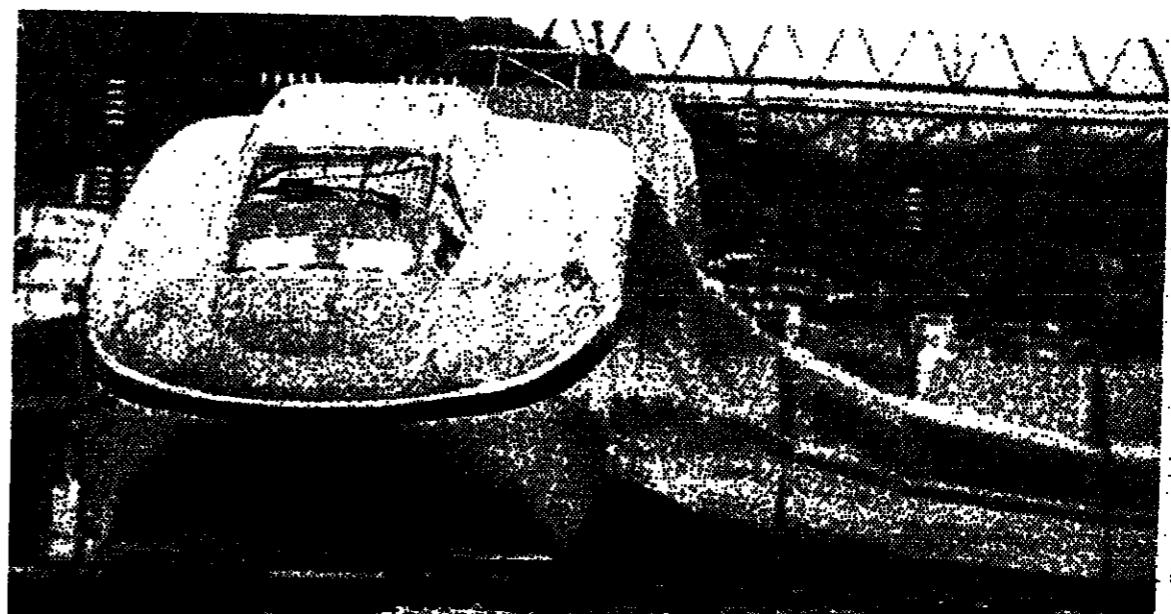
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The value of the yen to the dollar has been rising steadily since 1985, and currently stands at 120 to the dollar. This has led to a significant increase in the cost of imports, particularly from the United States. The Japanese government has taken several measures to try to combat this, including increasing taxes on imports and encouraging companies to move their production overseas.

One reason for the rise in the cost of imports is that the yen has appreciated significantly against the dollar. This has made it more expensive for Japanese companies to import raw materials and components from the United States. Another reason is that the Japanese government has imposed restrictions on the amount of imports that can be brought into the country.

The Japanese government has also taken steps to encourage companies to move their production overseas. This includes providing tax incentives for companies that invest in foreign countries and offering subsidies for research and development.

Overall, the Japanese economy has been affected by the appreciation of the yen and the resulting increase in the cost of imports. This has led to a slowdown in economic growth and a decline in exports.

The Japanese government has responded to these challenges by implementing various policies to support the economy. These include measures to encourage domestic consumption, such as tax breaks for families and incentives for businesses to hire workers.

Japan's economy has shown resilience in the face of these challenges, but it remains vulnerable to external factors such as changes in the global economy and political instability in other parts of the world.

In conclusion, Japan's economy has faced significant challenges in recent years, particularly due to the appreciation of the yen and the resulting increase in the cost of imports. The Japanese government has responded by implementing various policies to support the economy, but it remains vulnerable to external factors.

JAPANESE are quick to embrace catchy foreign words to describe trends at home.

The latest in their adopted lexicon is "restra," or restructuring, as company after company has launched programmes to reorganise its business operations and work its way out of the current economic gloom.

After a three-year period of economic growth - the second longest period of expansion since after World War Two - many Japanese companies had lost touch with market realities.

The recent fate of Japan's consumer electronics and motor industries, two of the country's most internationally competitive sectors, show how

degree to which corporate strategy and market conditions had drifted apart.

Consumer electronics companies, from giants such as Matsushita and Sony to the more specialised concerns such as Pioneer and Aiwa, have been caught with few new products to stimulate demand at a time when interest in mainstream products has slumped.

In the motor industry, both

Toyota and Nissan, Japan's

largest and second largest car makers, recently started production at new state-of-the-art plants just as the domestic market was heading in a downward spiral.

"Car manufacturers have set their investment plans on the understanding that the economy would continue to grow but this is no longer appropriate," says Mr Yoshifumi Tsuji, president of Nissan.

Nissan sent shock waves

through the country when it announced earlier this year that it would close a car assembly plant in Zama, near Tokyo, and move production to a newer facility in southern Japan.

Its decision was forced on it by the recognition that the company cannot expect to use its capacity to build 2.5m cars in Japan to the full under the present circumstances.

In addition to such changed circumstances in the domestic market, Japanese companies which depend to a significant degree on exports have been severely battered by the 13 per cent rise in the yen's value this year.

It is hardly the first time corporate Japan has had to review seriously the way it operates and readjust costs and business structures to changed market realities.

Many businessmen in Japan still remember vividly the painful restructuring needed to overcome the sharp appreciation of the yen after the Group of Five industrial nations agreed in 1985 to strengthen the Japanese currency against the US dollar.

Through that experience, Japanese companies emerged stronger and more competitive, establishing a reputation for being fierce and invincible.

The question being asked today is whether Japanese programmes have also become a popular option as a socially less disruptive way of reducing the workforce and have been introduced at companies ranging from Alps, an electrical components manufacturer, to

The pressures of a business environment have forced companies to reorder their priorities. As they watch their profits dwindle in the face of the prolonged slump, Japanese executives have begun to grapple with the need to raise profits even if markets are not growing.

"From now on managers have to think about maintaining profits even when revenues are not rising," says Mr Yoshiaki Takano, president of Sanyo Electric.

To do so, companies are employing a two-pronged approach of cutting costs and raising productivity.

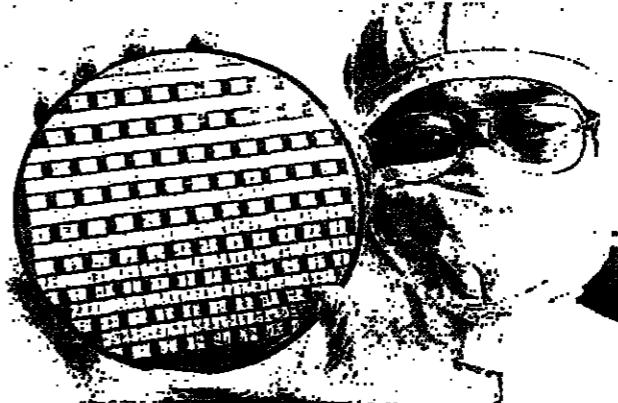
The cost-cutting exercises at Japanese companies have ranged from the conventional steps of reducing capital expenditure and R&D spending, cutting down on overtime work and restricting the hiring of new employees to the more dramatic and controversial measures of closing facilities, such as Nissan did, or introducing early retirement.

Fujitsu, the computer company, has said that it would reduce its workforce by 6,000 in two years through natural attrition and voluntary transfers to subsidiaries and affiliated companies many of which it was establishing itself.

Early retirement programmes have also become a popular option as a socially less disruptive way of reducing the workforce and have been introduced at companies ranging from Alps, an electrical components manufacturer, to

Michio Nakamoto studies how industry is adjusting to the painful realities of recession

Beating an orderly retreat



When the growing stopped: silicon chip making at Kyushu

Robert Thomson on the banks' debt burden

Too bad to admit



Tokyo bank official: the strains are showing in institutions of all sizes

Property loans exposure of top 10 banks (%)	
Nippon Trust	26.7
Nippon Credit	23.8
Fukutoku	18.3
Hanshin	17.9
Chiba	17.8
Taiheyo	17.6
Chuo Trust	17.3
Toyo Trust	16.7
Tokyu City	16.6
Mitsui Trust	16.5

Source: Tokyo Stock Exchange

the bank will be ultimately responsible for clearing away the debris.

Nippon Credit Bank, one the country's three long-term credit banks, is burdened by bad loans from three financial affiliates, which it says are not technically its responsibility.

However, when dealing with the affiliates, most customers saw the respectable figure of NCB looming behind, as is the case with even the distant affiliates of other large institutions.

The bank estimated its non-performing loans at end March to be Y\$2bn, though prominent reports in a Japanese magazine claiming to be based on internal documents from the bank have suggested the figure is higher. NCB officials say the "worst is over" and that the arrival as president of a former finance ministry official, Mr Hiroshi Kubota, has helped morale.

NCB is a good example of the difficulty of measuring the depth of bruising in the country's banking system. Instead of bad loan figures, the bank emphasises that business profits rose 68 per cent last year and that its capital adequacy ratio, as defined by the Bank for International Settlements, was 9 per cent at end March, up from 8.32 per cent a year earlier, and easily above the 8 per cent target figure.

The finance ministry says the announcement of non-performing loan figures is intended to restore confidence in the banking system, as they show that the damage is not as severe as rumoured. But banks and the ministry are still unwilling to highlight the differences among the institutions, even though the quality of loan portfolios varies greatly.

Most attention has been given to the larger Japanese banks, but cracks are also appearing in institutions such as smaller regional banks and the local shinkin banks. These institutions are suffering most during the economic downturn, particularly if they are already burdened by problem loans arising from the bubble era.

The collapse of Kamaishi Shinkin last month and a rash of mergers among other smaller banks and credit associations have highlighted the pressures on these institutions. It is understood that about 11 troubled shinkin banks are receiving low interest loans from their parent association, and the longer the economic downturn the more assistance will be required.

Kamaishi's failure was linked to its role as the provider of funds to small businesses in a coastal area in northern Japan, not to rash lending to stock or property speculators. About half of the bank's loan portfolio of Y\$3.6bn is reckoned to be bad and it will be liquidated in October, when 12 branches will be taken over by regional banks.

The disappearance of Kamaishi Shinkin, whose mistake was to keep the funds flowing to faithful but struggling clients, shows that a streamlining of the banking system is occurring, though not as quickly as was generally predicted.

Japanese banks are still resisting the pressure to change, but, as the Kamaishi case shows, there comes a time when the institutions can resist no more.

KEY FACTS

Area	377,719 sq km
Population	124.5m (Oct 1992 est)
Head of State	Emperor Akihito
Currency	Yen
Average exchange rate	1991 \$1=Y134.71; 1992 \$1=Y126.65 18/7/93 \$1=Y107.65

ECONOMY

	1992	Latest*
Total GNP (\$bn)	3,705	n.a.
Real GNP growth (%)	1.5	0.0
GNP per capita (\$)	29,794	n.a.
Components of GNP (%)		
Private consumption	56.5	
Total investment	30.8	
Government consumption	9.4	n.a.
Exports	14.2	
Imports	-10.9	
Consumer prices (% change pa)	1.7	0.9
Unit lab costs (% change pa)	9.2	3.6
Ind. wage rates (% change pa)	1.1	1.9
Ind. production (% change pa)	-7.1	4.2
Unemployment (% of lab force)	2.2	2.5
Reserves minus gold (\$bn, Dec)	71.6	82.5
M1 growth (% pa)	4.5	2.9
M2 growth (% pa)	-0.4	1.4
3 month money mkt rate (% pa, avg)	4.3	3.1
Govt bond yield (% pa, avg)	5.3	4.4
FT-A index (% change on year)	-22.7	+19.5
Current account balance (\$bn)	117.6	135.2
Exports (\$bn)	330.9	353.7
Imports (\$bn)	198.5	205.3
Trade balance (\$bn)	132.4	148.4
Exports	28.2	22.4
Imports	6.2	4.6
Hong Kong	6.1	6.0
Germany	7.3	5.3
China	5.3	
Australia		

* 1992 FIGURES:

GNP growth - 1st quarter.
Unit labour costs - March. Wages - April.

CPI, Ind. production, unemployment, reserves - May.

Money growth - June.

Interest rates - 18/7/93.

Stock mkt - % change from 31/12/92 to 30/6/93.

Trade figures - EU estimates for year.

SOURCES: IMF, Datastream, Economist Intelligence Unit

reduce the costs of manufacturing new generations of chips by about 20 per cent.

Standardisation is also being increasingly adopted at consumer electronics companies and car manufacturers which have found that the wide variety of models they had been offering were a waste - of more than 200 different types of TVs offered by makers in Japan, only about 20 per cent really sold, says Mr Aoki - and that consumers were more interested in products which offer value for money.

As the yen has risen strongly against the dollar, equally important in their cost-cutting exercise has been the need to move more production overseas and to procure more components from abroad.

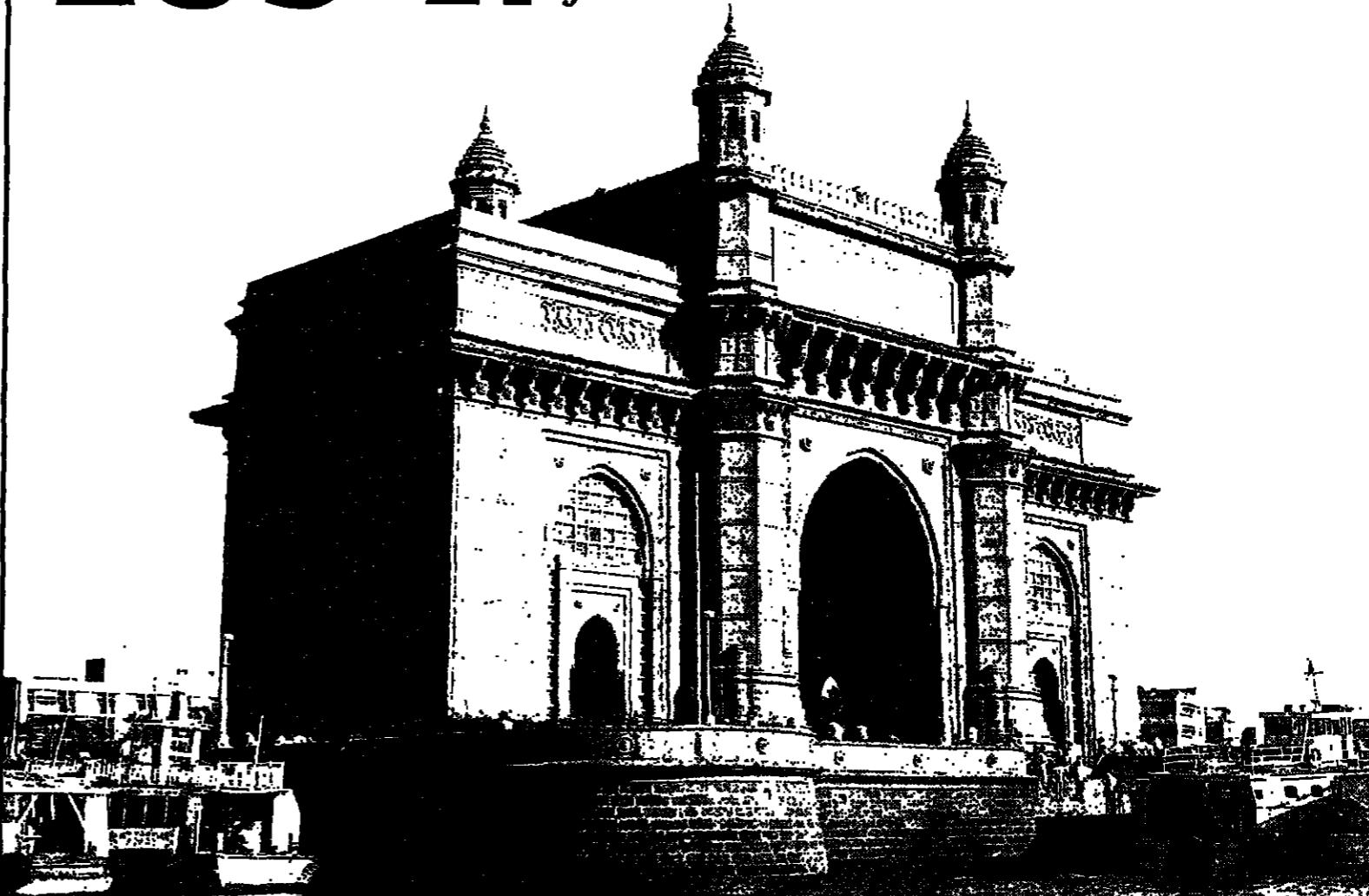
Japanese manufacturers still have a high level of skills that keeps their products competitive in world markets. They have also actively developed key products for which there are few alternative suppliers.

But to maintain that leading edge they will need a clear business strategy that takes into consideration the changed market environment, and that is where the dividing line between those companies that emerge stronger and those that drift is likely to lie.

"In Japan, top management which has been with a company for 30 or 40 years, cannot introduce real change," says Mr Kuniyoshi Sasaki, director at the Japan Productivity Centre. Neither do most executives have enough to provide the strong leadership that is needed in a time of crisis.

The benefits of restructuring on the bottom line will begin to filter through in the years ahead. But unless cost-cutting goes hand in hand with a strategy for future growth, those benefits may turn out to be short-lived.

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The Gateway of India, Bombay, early 20th century

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JAPAN was a sleeping partner in the cold war. It is just starting to wake up to the fact that it is over.

Japan's nuclear pacifism meant it was never a direct participant in the nuclear stand-off which was central to the cold war. Yet it was active in the wings, as a US ally.

The Japanese economy's growth in the 1980s was partly attributable to US spending on the Korean war. In the 1980s the rise in the US federal deficit, partly a result of higher defence spending, also helped the Japanese economy to grow.

Throughout the cold war Japan accepted the US foreign policy and security lead. Sheltering beneath this umbrella Japan pursued its main aim to develop its economy. The US accepted that Japan should play this limited role as long as it was a powerful economic and democratic buffer against the expansion of communism in Asia.

This rationale for the US relationship with Japan no longer holds good. As a result Japan is having to embark on a painful, slow, highly sensitive search for a new international role.

This search involves several components. Most important is a renegotiation of its relationship with the US. This renegotiation has just started with the recently concluded US-Japan framework for trade talks

to reduce the ballooning Japanese trade surplus. It may go further into the nature of the security and political alliance between the two countries.

The Russian military threat is receding. The US now views Japan as an arch economic competitor. Worse than that there are new tensions in their approach to the post cold war world. The US Clinton administration has championed a more active western engagement with Russian reform. Japan has found this difficult because its territorial dispute with Russia over the islands off the northern tip of Japan is still unresolved.

Japan's search for a role is complicated by the changing balance of power within Asia. Japan is more aware of the need for an effective security framework in Asia as the economic and military power of China grows and the fate of communist north Korea remains uncertain.

The speed and uncertainty of events in the post cold war world has also exposed Tokyo's foreign policy making. Japan's bureaucracy works best when it has clear precedents to follow to guide its decisions.

In the post cold war world of ethnic and nationalistic tensions in Europe and Asia such precedents are hard to find or buried in history. So Japan has often been caught out by the speed with which crises have devel-

oped, principally the Gulf War in 1991.

The immediate focus of Japan's efforts to develop a new world role will be its hopes of becoming a permanent security council member of the United Nations. Japan hopes to gain a permanent seat in 1995. Such a responsibility would force it to make faster, harder decisions about what should be done in moments of crisis. This will almost certainly require more than changes to the way foreign policy is made. It will demand changes of substance as well.

Several camps are competing to provide Japan with a new foreign policy lead into the post cold war world.

The traditionalists on both left and right believe that Japan is a "special state". Its history of wartime aggression and, most importantly, its subscription to nuclear bombing make it exceptional, the traditionalists argue.

They believe Japan should accept as a principle a modest international role because it can never become an international military force even in

the cause of peace. The traders, such as Mr Naohiro Amaya, former vice-minister at the Ministry of International Trade and Industry, see Japan as a

commercial democracy. Miti is still the bastion of this view.

The traders believe Japan should model itself on the great trading powers of the 15th and 16th centuries, such as the Netherlands. According to this view, Japan is the world's merchant, the US is the world's samurai. Japan

should assess diplomatic initiatives against their financial returns.

Yet, they say, Japan should not simply follow the US. There is a nationalism mixed into their realism. They believe Japan should represent an Asian view of the world, especially on economic issues, where the US and Europe could learn from the Far East's dynamism.

The new realists are best represented by Mr Ichiro Ozawa, co-founder of the Japan Renewal Party which made impressive gains in the election. The new realists believe Japan can no longer afford an isolationist pacifism. Its international partners will see it as a free rider, using the world's trading system but doing little to protect it.

The realists believe the 1991 Gulf war showed that a cash-based approach to diplomacy does not work. After much debate, Japan contributed \$13bn to a war effort that most Japanese did not support. Yet the nation feels it received only grudging thanks from its international partners, who accused it of dragging its feet.

The realists argue that the link with the US should be strengthened: Japan should contribute more to international security through finance, personnel and technology. Japan's political institutions should be reformed to create a two-party political system, which would generate

open debate on Japan's foreign policy priorities.

Yet, they say, Japan should not simply follow the US. There is a nationalism mixed into their realism. They believe Japan should represent an Asian view of the world, especially on economic issues, where the US and Europe could learn from the Far East's dynamism.

The end of the cold war has unleashed nationalism in much of Europe. Such a movement will always remain politically muted in Japan, for fear of rekindling other countries' fears that it harbours imperial ambitions.

Yet there is an increasingly powerful sense of national pride in Japan stemming from the contrast between its economic achievements and social stability and America's economic and social malaise, symbolised to many Japanese by the spread of drugs, urban violence and divorce.

The Yoshida doctrine was framed when Japan was vulnerable. Japan's future foreign policy, however it is made and whoever will make it, will reflect its growing national confidence.

The accession of the new realists into positions of power in Japan will bring benefits and costs for the west. Japan will play a more active world role, but the west will also find it tougher to bargain with.

Michiyo Nakamoto finds mixed attitudes towards the US president

In two minds about Bill

Comments from US officials which led to the sharp rise of the yen have been interpreted as a sign that the Clinton administration would use whatever means it has available to reduce its trade deficit with Japan.

A joint survey conducted last month by the television companies TBS in Japan and CBS in the US and *The New York Times*, found that 76 per cent of the Japanese respondents did not trust Clinton and 85 per cent believed the US was blaming Japan for its own economic problems.

Politicians and bureaucrats have also expressed unhappiness with the way the relationship has gone under the new administration, but they have tended to blame the Clinton trade team's relative inexperience and the apparent lack of a clearly defined Japan policy for the increased friction.

Taking a somewhat more philosophical approach, Mr Kuchi Miyazawa, until recently Japan's Prime Minister, along with a host of political commentators and academics, have seen the tougher US stance on trade with Japan as an indication that the bilateral relationship has reached a turning point.

The tougher stance of the Clinton administration towards Japan, according to this school of thinking, is a direct result of a shift in the world order in which the US can no longer be expected to play the role of the tolerant superpower. As such, it was more a sign of weakness than of strength on the part of the

US and a development that requires Japan to play a more assertive role in the bilateral relationship.

Mr Miyazawa explained on Japanese TV that Mr Clinton's predecessor, George Bush, who was shot down near the Japanese islands during World War Two, belonged to a generation of Americans that thought they were responsible for shaping post-war Japan and therefore took a more protective stance towards the country.

MRS CLINTON's relationship with Japan is very different, the prime minister pointed out. Mr Clinton grew up in an America that watched TV on Japanese-made sets and drove Japanese cars. "To him, Japan has always been an adult," Mr Miyazawa said.

Sensing that this new order calls for them to stand on their own feet, the Japanese authorities have taken a harder stance against US demands.

Calls on Japan to set numerical benchmarks which would measure progress in opening up its markets to foreign goods, and in particular, to set a target for reducing its current account surplus, have been vigorously resisted on the grounds that such action would lead to managed trade.

Unilateral action by the US, such as the recent ruling by the Commerce Department to impose anti-dumping duties on steel imports, have been met with counter-threats to take the issue to the General Agreement on Tariffs and Trade.

Such resentment and frustra-

tion felt in Japan towards the Clinton administration's handling of trade friction with Japan runs a serious risk of further aggravating bilateral relations.

If President Clinton's generation of Americans see Japan primarily as an economic power, a growing number of Japanese in positions of influence regard the US as "a declining power that is blaming others for our own shortcomings," says Mr Yoshi Terayama, a former vice president of Nomura Securities who is now a member of the Japan New Party.

Fortunately, spreading irritation with the US is still generally tempered by the view that much of what the US is demanding is either for the country's long-term good or is something that Japan needs to face up to sooner or later.

Government bureaucrats, such as those at the Ministry of International Trade and Industry who jealously guard the interests of domestic industry, admit that Japan must try to open its markets more not because of US pressure but to bring its practices in line with rest of the world.

Even the tabloid press has portrayed the US president as a friend of the Japanese consumer.

The daily *Gendai* pointed out that the president's remark to the G7 - that Japan has the ability to further stimulate its economy - revealed to the Japanese public what the Japanese government had so far failed demonstrate - that it still has the financial means to invest in social infrastructure; lower taxes and generally improve the lot of the average consumer.

The consensus so far in Japan is that these mixed feelings of resentment and goodwill are the natural outcome of a relationship that is moving increasingly towards a more equal partnership. As Foreign Minister Kabuo Muto, who compares the relationship to that of two sumo wrestlers who are brothers, puts it, "there's a feeling of rivalry. But they're still brothers."

William Dawkins probes the complexities of Franco-Japan relations

A tale of mutual suspicion

IF ASKED to name the prickliest industrialised western power, many Japanese would probably cite France.

Paris's attitude to Tokyo has been sensitive ever since General de Gaulle insultingly described a visiting Japanese prime minister as a transistor salesman. Former French prime minister Edith Cresson's description of Japan as a nation of ants shows that some circles at least still recently held serious anxieties over a Japanese threat.

However, Mrs Cresson's anti-Japanese gibes were made two years ago. Since then, the Paris government has staged a sustained diplomatic charm offensive and its complexes about Japan have begun to melt. NEC, the electronics company, has been allowed to take a stake in Bull, the French state-owned computer maker formerly seen as an exclusive national asset, while the Paris government hardly turned a hair when state-owned Renault's Swedish partner Volvo formed a joint venture with Mitsubishi.

The two countries' bilateral relationship is of secondary value to both, since their diplomatic centres on bigger partners with whom they also have occasionally uneasy relationships: Germany in France's case and the US in Japan's. Yet this odd couple is important because revealing parallels lie just under their differences.

This will surprise most people, for whom Japan and France could not be more of a contrast. On the diplomatic front, both are grappling with the changes caused by the break up of the Soviet Union, and producing very different responses. France uneasily faces a stronger Germany but vigorously defends its position as a top European power, while Japan has yet to carve out a role for itself in a confused and potentially volatile south-east Asia as its security links with the US become less important. Meanwhile, Japan's traditional reluctance to assert itself - never a French problem - faces an unprecedented test in the face of the Clinton administration's demands for better access for US exports.

On the domestic front, one factor that successive French and Japanese governments have in common is that they have for decades believed that the state should take a hand in

young graduates took a prominent part in targeting key sectors for development in Japan's high-speed post war economic growth. One key contrast is that Ena graduates move between the civil service and politics much more often than the top people in Japan's public administration, though in both countries there is a steady flow of senior public servants into business.

The aims and the structure of the two public administrations are, however, very different. France, for example, has no equivalent of Japan's Ministry of International Trade and Industry (Miti), the powerful department which has co-ordinated industrial policy since before the second world war.

The Paris government did once flirt with the idea of creating a French Miti, when Mrs Cresson tried to create a super-ministry, embracing industry, telecommunications, trade and part of the finance ministry - perhaps a sign that her attitude to Japan concealed some admiration. But the finance minister of the time, the late Mr Pierre Bérégovoy, managed to sink the scheme, a grave threat to his own ministry's traditional dominance.

Japan has responded calmly to French complexes over its economic power and intentions. Its government has delivered no verbal counter-blasts. Nevertheless, Nissan and Toyota quietly shunned France in their first wave of plant investment in Europe, despite France's geographical advantage at the heart of the European single market.

This continues to be an irritant, as France has emerged with Italy as a leader in attempts to curb exports from UK-based Japanese car plants, described by Mr Jacques Calvet, chairman of Peugeot, as a Japanese aircraft carrier moored off the coast of Europe. By contrast, some French politicians, such as Mr Roger Faure, former industry minister, sincerely regret missing out on these prestige investments.

French investment in Japan is unsurprisingly minimal, yet France has not done too badly in attracting Japanese investment, despite missing the car plants. Datar, the French regional development agency, recently counted 122 Japanese companies in France, the second best European score after Britain's 187, though the gap is much wider in cash terms.

All this has done nothing to diminish Japanese consumers' love affair with French culture of all kinds. Japanese consumers still continue to represent one of the biggest markets for French luxury goods as well as an increasingly substantial slice of tourist income, as the yen's strength reduces the price of a Parisian holiday for Japanese travellers. Japan continues to be one of the largest markets for French art, as can be seen by the paintings that continue to hang in the Tokyo head offices of banks and industrial companies, despite the economic slowdown.

On both sides, the relationship is complex, mingled with

admiration and apprehension.

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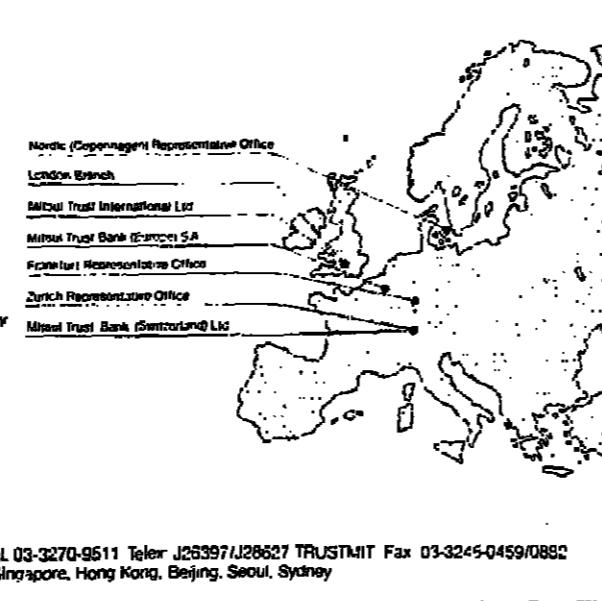
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Topical

Japan's biggest neighbour offers openings and challenges, says Robert Thomson

China becomes a competitor

WHEN the Japan Cotton Spinners' Association began collecting information this month in an attempt to prove that Chinese manufacturers were dumping fabric to the Japanese market, it was also gathering evidence that economic and political ties between the two countries are changing.

The cotton spinners complain that Chinese producers are damaging their industry by exporting materials for 30 to 40 per cent less than the selling price of the domestic product, echoing the past concerns of US producers about lower-cost Japanese textile exports in the early days of the economic rise from the wartime rubble.

Japanese government officials are embarrassed by the cotton case, as they are leading the debate over reform of antidumping procedures, often used to keep markets closed to more competitive products. But the emerging might of China has already prompted Tokyo to be the aggressor for the first time, imposing penalties this year on Chinese exporters of ferrosilicon manganese, which is used in steel production.

These cases highlight the ambivalence of Japanese industry towards China. The Chinese market provides remarkable opportunities for export growth, particularly compared with the sluggish demand from other international markets and the declining demand at home, where companies have excess production capacity after a capital spending surge during the late 1980s.

However, the improvement in the Chinese production quality, often aided by the transfer of Japanese technology and expertise, has already undermined the profitability of textile producers and other industries are conscious of a threat from China. Garment makers in Kyushu, in the south, estimate that two-thirds of their number will be forced to close factories by the end of next year.

In the first half, Japan's exports to China rose 51.2 per cent from a year earlier, with exports of cars six times larger and those of television cameras increasing fourfold, while exports of steel, communications equipment, motorcycles and construction equipment all

doubled. Over the same period, China's exports to Japan expanded 15.2 per cent, with a tripling of office machinery exports, most made in Japanese-run joint venture factories.

The increasing Japanese business confidence in China's economic reforms, the country's largest broker, has been chosen as lead manager for the Hong Kong

yang, in the north, while Toshiba has stretched its service network by opening new branches in Jinan, in the east, and Kunming, in the south-west.

The interest extends to securities houses. Nomura Securities, the country's largest broker, has been chosen as lead manager for the Hong Kong

improved Chinese production quality, often aided by Japanese technology, is threatening Japanese textiles companies – and other industries are conscious of a threat from China

Chinese manufacturers to reduce costs to improve profitability after three years of falling earnings. Combined with the lure of China's domestic demand, companies have concluded that the conditions are finally right for direct investments that they were reluctant to make in the past.

Last year, Japanese direct investment in China doubled and, in recent months, a company has announced a new factory, outlet or partnership in China each day. Nissan Motor has just formed a joint venture to produce jet looms in Shenyang.

Dongfang Electric, a mainland power company based in Sichuan province, Nomura, cutting employees in Europe, has increased its Asia department personnel from 580 to 616 over the past year and shifted the operation's base to Hong Kong from Tokyo.

Mr Hideo Sakamaki, Nomura's president, said cultivating business in China takes longer than elsewhere: "You need a long-term perspective. Over a decade or two decades you can build a human network – that is how you do business in that country."

Not every Japanese company has the patience or the funds to wait so long for a return, and there is concern in Tokyo that the measures taken by Beijing to cool an overheating economy could lessen the short-term opportunities to profit from China. An official at the Ministry of International Trade and Industry said past attempts to reassert control of the economy have been heavily handed, and it remains to be seen if Beijing has learned from those errors.

The tangible power of the emerging China has also stirred debate in Tokyo on whether Chinese political and military influence in the region will also be overwhelming. Japanese defence analysts have advised the government to take more interest in the consequences of rising Chinese military spending and weapons renovation.

Publicly, Japanese officials are careful not to offend China, but, in private, they suggest the Japanese government to redefine a relationship partly based on the idea that Tokyo could score points with Beijing by "representing" its interests in international gatherings and ensuring that China would not be "isolated".

Dealing with an increasingly confident China will be less simple in the future, and the Japanese government will need to develop a broader set of principles that takes into account demands ranging from its own ambitions for a higher profile in Asia to the interests of the cotton spinners.

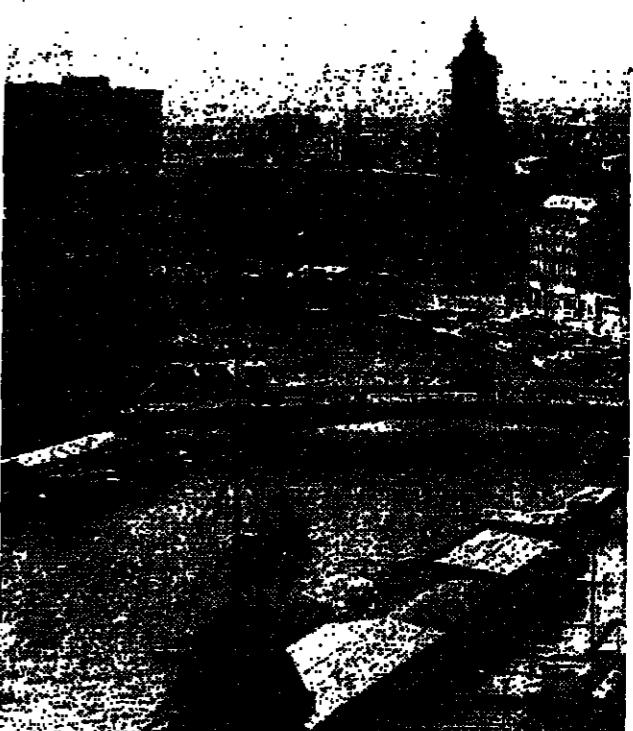


Photo: Glyn Goss

Shanghai's commercial centre: China displays a new confidence

lished. But he believes Sega's best chance of being among the winners lies in getting its products to market first.

For the time being Nintendo seems content to let Sega make the running. The risk facing Nintendo is that a competitor using proprietary technology – possibly Sega, but perhaps 3DO of the US – will develop a system which is a quantum leap not just in technological prowess but also in entertainment value.

"We will expand the market with these alliances. By collaborating in CD-ROM technology, for example, we will be able to introduce elements of publishing or education into our products," said Mr Hideki Sato, director of R&D at Sega.

By pursuing its ambitions in so many areas, Sega is running risks of its own. Other areas of consumer electronics have been blighted by the inability of manufacturers to agree on common standards.

There must be a danger of the same thing happening again. The giants of consumer electronics are pouring resources into CD-ROM technology and not all will be successful.

Mr Sato admits it may take 10 years before an industry standard CD-ROM is estab-

A VISIT to Nintendo's head office in Kyoto belies its position as the world's leading supplier of youth entertainment. The modest premises could belong to any family-run Japanese company, the atmosphere is formal and restrained. Despite generating multi-million dollar sales, the impression is of a company that has not lost touch with its roots as a manufacturer of playing cards.

The public face of Sega – its arch-rival in the battle for the hearts, minds and leisure time of a generation – is rather different. At its modern office complex in suburban Tokyo, visitors are not plied with green tea from china cups but with Coke from a vending machine. The fast cars and motor bikes parked outside reflect a corporate culture in line with its reputation as the Young Turk of the video entertainment business.

The difference between the two companies also runs to

industrial strategy. Nintendo has made a conscious decision to keep its overheads low, so most manufacturing is contracted to outside suppliers. Despite being Japan's third largest company measured by profits, Nintendo has fewer than 900 employees. It resembles a management company, co-ordinating its empire through a network of licensed subcontractors.

That reflects the low-cost philosophy of Mr Hiroshi Yamauchi, the company's president. In a new, volatile market such as video entertainment he believes Nintendo should be able to respond quickly. It would thus be unwise for the company to follow motor manufacturers, for example, by building expensive production facilities.

Sega has taken a more conventional approach. It employs 800 in research and development alone, out of a total workforce in Japan of 3,500. Most of the games played on

Sega machines have been designed by the company itself, rather than outside companies working under licence.

The unanswered question is which company will be able to capture the new technologies – such as more CD-based entertainment systems which can handle much more information than conventional software cartridges – which look certain to transform the market.

Nintendo is taking a relaxed, self-confident approach to new technology. It argues that the full potential of cartridge-based systems, running on the latest 16-bit games computers, has yet to be exploited by game designers. Until that happens, it sees

no need to rush into other formats.

"Other areas of art and entertainment prove that the drive for technological change always comes from the makers of software – the artists. That has been true of areas such as cinema. I believe it is also true of this business," commented Mr Masayuki Uemura, general manager of Nintendo's research and development.

He argues that the new technologies will not necessarily allow game designers and software engineers, the artists of the video entertainment business, to produce better games. The companies now investing vast sums in development may thus be disappointed.

It is certainly true that Nintendo's 8-bit Family Computer, on which its dominance of the market rests, was hardly state of the art when it was launched 10 years ago.

But the machine was sufficiently powerful to test the software engineers and cheap priced low enough to sell.

The argument is logical. But outside investors have their doubts. Nintendo's shares peaked against the Japanese stock market in 1990, while Sega has continued to rise. Sega was first to launch a more powerful 16-bit games computer – its Megadrive system – which allowed the company to win market share from Nintendo. Sega now has 40 per cent of the market in the US and Europe.

Sega has adopted a typically aggressive policy towards new technology, forming joint ventures with companies ranging from IBM and Pioneer to Time Warner and W Industries – a small British company which specialises in virtual reality products. Sega's ambitions run well beyond video games.

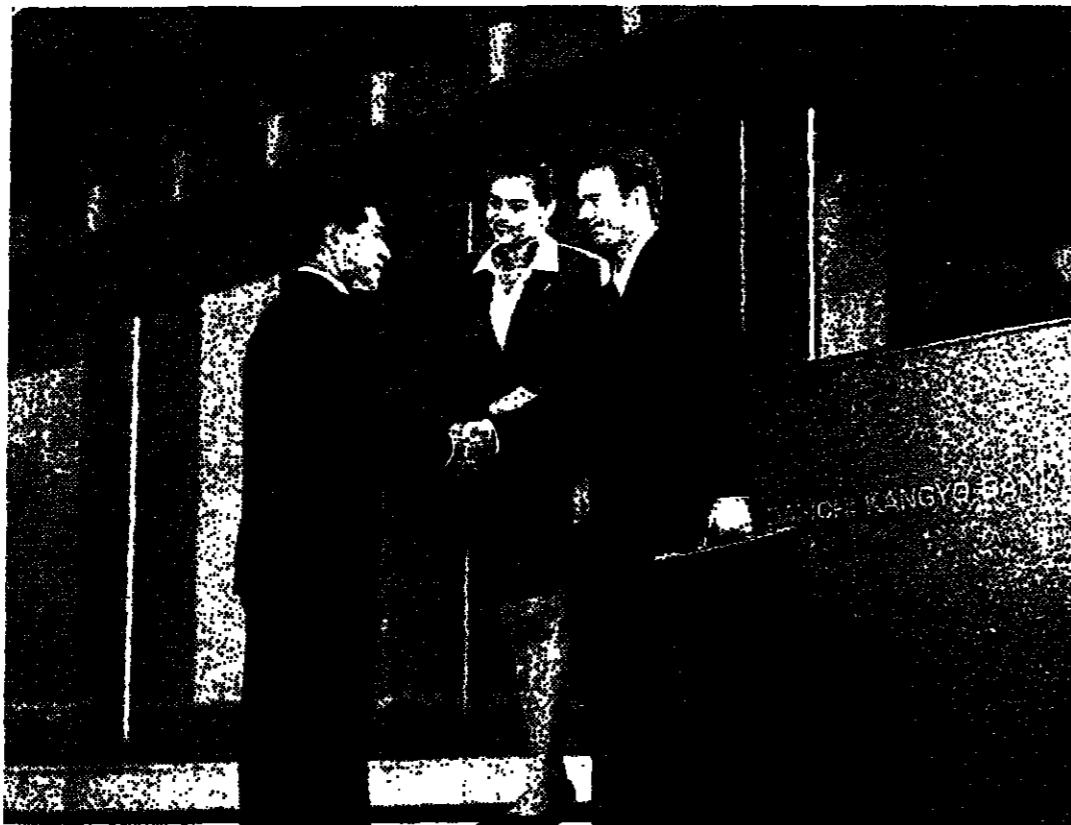
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JAPAN 6

Health care is less impressive than it seems, says Emiko Terazono

Financial sclerosis

MISS Yoko Hirokawa, a 19 year old student, is one of many Japanese patients who have received liver transplant operations in Australia.

She went there because of the lack of fresh organs to be used in transplants. This is due to the Japanese law which refuses to define brain-dead persons, the principal source of transplant organs, as legally dead.

However, although parliament is discussing a redefinition of death to allow organ transplants in Japan, the country's healthcare system may stand in the way of such innovative treatments.

Miss Hirokawa had her operation only after raising A\$140,000 through donations and loans not covered by Japan's insurance. Such costs mean that even when transplants are approved in Japan, only those who can afford such services will be treated.

The Japanese system assures broad access to care as well as low fees through cost sharing and government negotiated fees for services and supplies.

However, rigid cost control methods cause mounting frustration for patients.

In theory, all Japanese are covered either through company plans or national health insurance. In the US, on the other hand, 13 to 15 per cent of drugs, prescribed with scant explanation of his illness or of the nature of the medication.

At present 31.4 per cent of health care costs in Japan are met by central and municipal governments, 56.3 per cent by the premium payers, which includes employers, and 12.1 per cent by the patient.

Comparing Japan's longevity and infant mortality rates with those in the US, the Japanese system may seem superior. In Japan, the life expectancy for men is 76 years and for women 82 years, compared with 72 for men and 78.8 for women in the US.

The infant mortality rate is 4.6 per 1,000 live births in Japan, exactly half the US rate.

However, a visit to a Japanese hospital for treatment reveals the negative side of this apparently impressive health system.

The hospital is probably

dilatory and the patient will have to wait for over an hour in a crowded waiting room before seeing a doctor.

There is little interaction between patient and doctor. Instead, the patient will be dismissed with a long list of drugs, prescribed with scant explanation of his illness or of the nature of the medication.

Such procedures stem partly from the heavy cost controls which militate against new procedures and technology.

The fee structure is determined in detail every two years by the Central Social Medical Care Council in the light of financial reviews of hospitals and clinics and the types and frequency of medical treatment.

This helps to prevent sharp increases in costs, but also tends to stultify medical services.

According to Pat Murdo, analyst at Japan Economic Institute in Washington DC, the council curbs costs by delaying approval to pay for new procedures and technologies.

The delays have the

advantage of ensuring that the government has time to ensure the effectiveness of new techniques. But critics fear that delays in diffusing new methods work to the detriment of patients who cannot afford to pay privately for life-saving treatments.

Emphasis on cheaper primary treatment also helps doctors to identify symptoms before they turn into serious ailments. But such controls result in low quality service which most patients face - long waiting lists and limited communication with the physician.

Meanwhile, as doctors are reimbursed for the drugs that they prescribe, they tend to overdispense. In 1991, drug costs in Japan comprised 42.7 per cent of total medical costs; in the UK they were only 11.7 per cent and in the US only 9.3 per cent.

At the same time, recent efforts by the Ministry of Health and Welfare to cut official costs of older, less innovative drugs have resulted in the prescription of new drugs, especially antibiotics.



Pressure for change: Tokyo nurses join in a nationwide strike calling for higher health service pay and more nurses

Photo: Associated Press

The rigid reimbursement system also fails to address the wage increases and demands, for shorter working hour by medical staff. Iren - the Japan Federation of Medical Workers' Unions - asserts that

nurses to 100 beds, compared with 40.2 in the UK and 55.1 in the US.

According to Iren, 60 per cent of health workers work more than six night shifts a month, with the medical staff

working an average of nine night shifts.

Further technological advances in treatment and the ageing of the population may eventually prove too much for the health system.

TOKYO's most prestigious fee-paying boys school owes nothing to the tradition of Eton or Harrow. Housed in undistinguished concrete in the urban Hiroo district of the city, Azabu Gakuen looks like a product of the 1960s heyday of comprehensive education in the UK.

That resemblance runs more than skin deep: the relaxed attitude of the teachers, casual dress, and unruly classrooms are evidence of a liberal attitude never embraced by the bastions of the British public school tradition.

But Azabu is far from representative of Japanese schools. It can afford to go against the grain because it gets results. It sends a higher proportion of pupils to prestigious universities, notably Tokyo University, than almost any other school. In the eyes of status-conscious Japanese parents, that is the sole barometer of success.

Although fee-paying, entrance to Azabu is by competitive examination only. In that respect it is very much a

product of the Japanese system. It prospers by its ability to get pupils through the university entrance examinations, and sets its own entrance examinations to cream off the best pupils.

To stand a fighting chance of getting to Azabu, and thence to Tokyo University, most pupils will have already passed entrance examinations to win a place at a good preparatory school. For many the process of testing will have started at the age of three.

"We can afford to be liberal because our pupils are all keen to learn and want to succeed," said Mr. Takaaki Negishi, Azabu's headmaster.

Faced with intense competition at every stage - and pupils generally less blessed with diligence or intellect than Azabu - mainstream Japanese schools favour a disciplinarian approach. At Takamatsu Junior High, a model state school in suburban Tokyo, a strict code of uniform, punctuality and good behaviour prevails.

That might be enough to make traditionalists in many European countries weep with nostalgia.

The role of testing, the existence of a national curriculum and a thriving private sector would equally win plaudits among conservative educationalists in the UK.

Conversely, though, the approach is now being questioned in Japan. For example, while in principle the national curriculum has almost universal support among Japanese teachers, the design of the current curriculum is seen to place too much emphasis on the accumulation of facts while neglecting creative thought.

There is some sympathy with this view within the Ministry of Education. Its interest

does not stem from liberal sentiment: the over-riding question for government is whether Japanese schools are producing the workforce required by the service and high-technology industries of the future.

Even though Japan spends less on education as a percentage of gross domestic product than its industrial rivals - classes of 40 pupils per teacher are the norm - it achieves higher rates of literacy and numeracy. The worry is that such basic skills no longer suffice. Yet while the main function of schooling is - in the eyes of many parents - to prepare children up the educational pyramid with Tokyo University at its apex, piecemeal reform of the curriculum is unlikely to transform the sys-

tem. Schools like Azabu are free to tailor tuition to fit the requirements of university entrance examinations. For example, ninth grade pupils at Azabu spend six hours per week on mathematics.

A TAKAMATSU pupils

receive only four hours

tuition - as demanded by the national curriculum.

If the state sector stays so far from the three-R's, the gulf between public and private schools will only widen.

The emphasis on examinations has also created an industry of "juku" or cramming schools, which children are expected to attend outside normal hours for extra tuition in core academic subjects. Like

Azabu, the better juku do not come cheap. That raises the question whether a traditionally egalitarian education system - what could be more egalitarian than a system based squarely on entrance examinations? - is now failing the poor.

The growth of private schools is also adding to the problem of falling rolls as Japan passes through demographic changes more pronounced than in the UK. Takamatsu's newly refurbished buildings now house 469 pupils, against more than 1,500 in the mid-1980s. The encroachment of private schools means still fewer pupils, and can cause problems in the classroom.

The best pupils in this area

are more likely to attend private schools. The natural leaders are taken out of our classes. There is no problem with discipline, but motivating the remaining pupils to learn has become more difficult," said Mr Makoto Kawashima, headmaster of Takamatsu.

The Ministry of Education sees two options to close the gap between public and private education: either deregulate the state sector, allowing public schools to imitate fee-paying schools, or regulate the private sector by imposing the national curriculum strictly across the board.

Neither option is particularly attractive. The first would only reinforce the reputation of Japanese schools as rigorous cramming and increase examination pressures. The second would require heavy-handed intervention in a private school system which has widespread support among parents.

Ultimately, though, change may have to filter down through the system from the top before the style of Japanese

education changes. "Higher education in Japan has historically emphasised imitation rather than innovation.

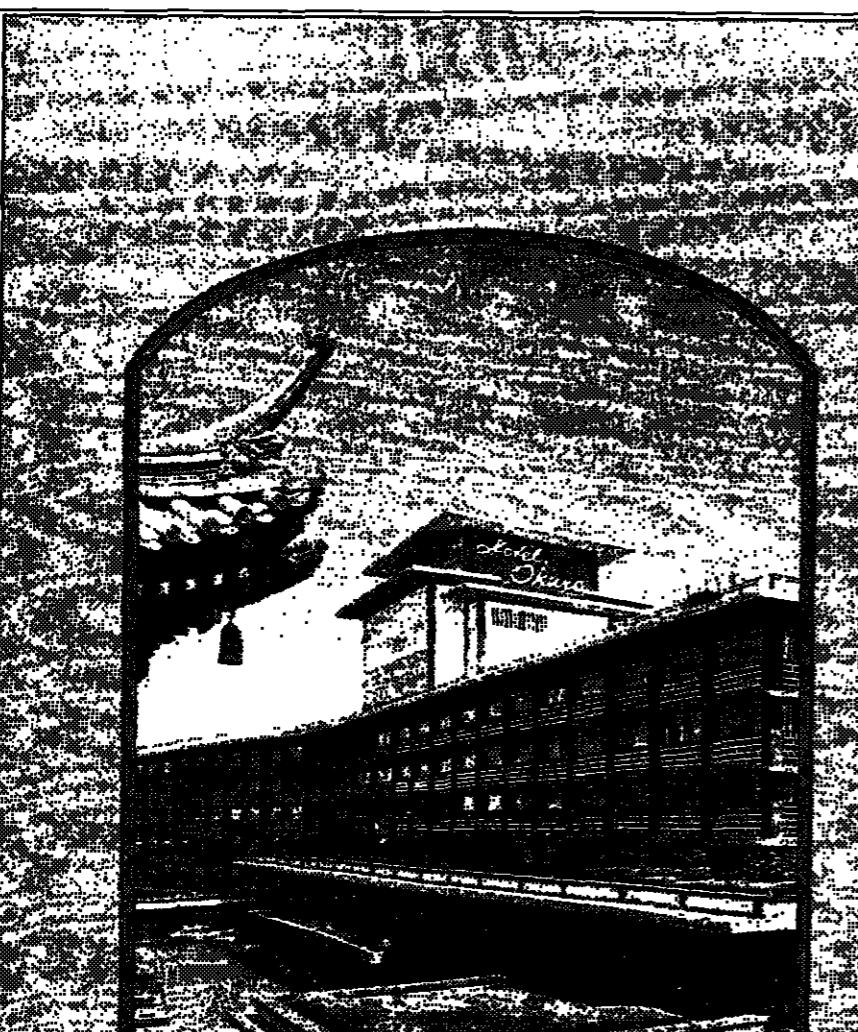
Since the end of the last century that has been seen as the way for Japan to compete successfully with the West," commented Mr Michio Nagai, an educationalist and former Minister of Education. "For these historical reasons, Japan has not developed a tradition of basic academic research."

Admission to even the best universities is regarded by students as a comfortable interlude between the pressure of school and the horrors of life as a "salary-man". University entrance exams are thus tests of accumulated knowledge rather than measures of academic potential.

Only if universities value creativity and spontaneity are parents likely to put pressure on schools to do the same. If an education system is a mirror of the society it serves, there can be no more eloquent commentary on the growing pains of Japan itself.

Traditionalism still rules in most schools, says Simon London

A weakness for discipline



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